



MINISTRY OF NATURAL RESOURCES AND TOURISM

TANZANIA WILDLIFE RESEARCH INSTITUTE (TAWIRI)

MID-TERM REVIEWED STRATEGIC PLAN FOR 2021/22 – 2025/26

JUNE 2024

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LIST OF ABBREVIATIONS AND ACRONYMS

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
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 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-WIEPR	Head, Wildlife 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 Centre
LGA	Local Government Authority
MNRT	Ministry of Natural Resources and Tourism
MoU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
NA	Not Available
NCA	Ngorongoro Conservation Area
NCAA	Ngorongoro Conservation Area Authority
NCDs	Non-Communicable Diseases
NeST	National e-Procurement System of Tanzania
NGOs	Non-Governmental Organizations
PEPMIS	Public Employees Performance Management Information System
PMU	Procurement Management Unit
PPP	Public Private Partnership
PPRA	Public Procurement Regulatory Authority
PS	Parment Secretary
RPC	Research Programme Committee of the TAWIRI Board
SDGs	Sustainable Development Goals
SP	Strategic Plan
SRI	Serengeti Research Centre
SWOC	Strength, Weakness, Opportunity and Challenges

TANAPA	Tanzania National Parks
TANePS	Tanzania National Electronic Procurement System
TAWA	Tanzania Wildlife Authority
TAWIRI	Tanzania Wildlife Research Institute
TFS	Tanzania Forest Service Agency
TZS	Tanzania Shillings
WIEP	Wildlife Information and Education and Publicity

STATEMENT FROM CHAIRMAN OF THE BOARD OF DIRECTORS

A Strategic Plan is such an important document of an institution that both its preparation and review or evaluation deserve entire institutional attention. It is a tool for organizational performance. It sets the strategic direction of the organization and is the Board's basis for institutional performance oversight and preparation or review of institutional performance procedures. It was in this context that both the Board and Management took the mid-term review of the current TAWIRI Strategic Plan seriously.

The review provided an opportunity to update the Strategic Plan in line with the strategic focus of the Institute and the natural resources sector as a whole. As we reflect on the progress made thus far, it is evident that the Institute's commitment to providing solutions to conservation and serving the entire wildlife industry has remained steadfast. However, the review has identified that more attention needs to be paid to effective performance measures to enhance the contribution of the Strategic Plan and improve accountability. Effective performance measures will ensure the use of measurable performance indicators and targets, which will have the effect of focusing organizational effort on the achievement of results and thus enhanced impact to the Institute's customers. In particular, this enhanced focus on results also sets the Institute on a trajectory of enhancing the development of its core or strategic competence.

The mid-term review has also enabled the Board and Management to see what has worked and what has not. For example, the phrasing of strategic objectives such that they reflect the achievement of results needed to be improved to avoid stating strategic objectives as outputs of activities. Stating strategic objectives in this way would also result in formulating performance targets that are also outputs of implemented activities and not results. Despite this observation, the phrasing of strategic objectives was not changed to avoid unraveling the government coding and vote naming system at this point. However, even without changing the phrasing of strategic objectives, performance targets were revised to reflect the achievement of results. This change was considered adequate under the circumstances to improve focus on performance.

Overall, the Strategic Plan revision based on the mid-term review made necessary adjustments aimed at improving delivery benefits to service beneficiaries, namely wildlife itself, wildlife conservation institutions and the wildlife industry as a whole. On behalf of the Board, I wish to take this opportunity to wish TAWIRI Management and staff great success in implementing this revised Strategic Plan. I fervently hope that the changes we have made will ignite new passion in both implementation and focus on results and accountability.



Dr. David N. Manyanza

CHAIRMAN OF THE BOARD OF DIRECTORS

STATEMENT OF THE DIRECTOR GENERAL

The Tanzania Wildlife Research Institute (TAWIRI) is a Parastatal Organization under the Ministry of Natural Resources and Tourism (MNRT) with the mandatory role of conducting, overseeing and disseminating scientific information to enhance the management and utilization of wildlife resources in the country. The Institute has the obligation to advise wildlife conservation stakeholders on the best ways of conserving wildlife resources. During the Strategic Plan implementation of the first two years, the performance review registered some important progress in the promotion of the importance of wildlife research in the country, which helped to increase the number of registered research projects. For instance, 228 and 159 research applications were evaluated in the first and second years of SP implementation respectively. Also, 20 new research projects were initiated each year. Furthermore, the Institute conducted customer need-based wildlife research which ensured that real and pressing problems facing customers were addressed to alleviate their impact on wildlife and enhance sustainable wildlife conservation.

Another achievement in the area of wildlife research is the application of Geographical Information Systems (GIS) and remote sensing technologies especially in wildlife population monitoring which enabled determination of wildlife population and habitat structure trends. Also, the Institute continued to improve staff welfare and provision of equipment and tools for research activities. 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 contribution 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, successful implementation of the remaining period of the plan (2023/24 – 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

This is the revised version of the fourth TAWIRI Strategic Plan (SP) for the period of 2021/22 - 2023/24. It is the result of a Mid Term Review (MTR) conducted in May 2024; as such it will be implemented for the remaining period of 2024/5 – 2025/26. Due to inadequate financial resources, MTR could not be done through external consultants as best practices would require. Instead, it was conducted by the Institute's Management utilizing a participatory approach involving the staff of the Institute and the Board. The review process involved conducting objective performance assessments based on progress reports and review workshops with staff and Management. The aim of the review was fourfold: (i) To assess achievements made so far against planned expectations and consider any emerging issues thereof, (ii) To address lessons learned by making necessary adjustments, (iii) To address any emerging urgent issues of national importance, and (iv) To re-align resources in line with priorities as may be necessary. Findings of the assessment of achievements made so far are as explained below.

Strategic Objectives A: Intervention and prevention of HIV/AIDS and non-communicable diseases (NCDs) programmes at the workplace strengthened

Notable achievements under this strategic objective were (i) Staff awareness creation on HIV/AIDS, Non-Communicable Diseases (NCDs) and testing for HIV as a result of a number of training sessions provided by health experts and; (ii) Non-increase in the number of employees receiving ARVs indicating low HIV prevalence although affected staff could also get ARVs through individual connections with health care providers. Two performance measures originally included in the SP namely reduced HIV infections and reduced mortality rates due to HIV/AIDS proved difficult to measure due to the nature of the diseases and associated confidentiality; as such these performance indicators could not be used for assessment. They have, therefore, been dropped in the revised SP.

Strategic Objective B: Good governance and national anti-corruption plans enhanced

Notable achievements were (i) Enhanced good governance practices through the establishment of anti-corruption committees to deal with reported corruption incidences, (ii) Enhanced participation of youth and women in research through the establishment of new research agenda, and (iii) No corruption incidences reported, and (iv) The Institute got clean audit reports for the two years under review indicating good governance.

Strategic Objective C: Wildlife research, coordination and consultancy services improved

This strategic objective had four performance indicators. Performance achieved against planned targets respectively was: (i) The number of discoveries and innovations made was 5 against 0, (ii) The number of citation indices was 523 against 341, and (iii) the number of research projects was 39 against 40. This assessment indicates that the performance of the Institute during the half term was 97.5%. However, the Institutional ranking level could not be assessed because the Institute is not typically featured in major global institutional rankings like the SCImago Institutions Rankings, World Institutional Rankings (WIR), or the Academic Ranking of World Universities (ARWU). These rankings primarily focus on universities and broader research institutions with significant academic and research output across various disciplines, often in a global context. TAWIRI is only focusing on wildlife and ecological research within Tanzania and its contributions are more localized and sector-specific, emphasizing wildlife conservation, research, and management rather than the broad academic and scientific impact measured by these global rankings. Therefore, this measure was dropped in the revised SP.

It was noted during the midterm review that the number of performance indicators and their respective targets under this strategic objective was inadequate as it did not reflect the targets of 34 research projects under implementation. Being the only strategic objective in research, Strategic Objective C had its performance indicators revised during the midterm review to cover all 34 research projects. In comparison with the other four strategic objectives, the new list of performance indicators with their respective performance targets now reflects the true weight of the research as the core business of the Institute.

Strategic Objective D: Financial resources utilization and management enhanced

Performance was assessed under three performance indicators. Findings against planned targets respectively by mid-term were: (i) Revenue collection was 7,105,636,207.00 against 13,433,945,171.06 equivalent to 52.9% of planned target, (ii) Unqualified audit opinion was received for two consecutive years as planned, and (iii) Project performance implementation increased to 97.5% by midterm. The results indicate satisfactory progress.

Strategic Objective E: Institutional capacity to deliver services improved

This strategic objective had three performance targets. Findings against planned targets by midterm were: (i) Customer satisfaction level was not assessed during this period; however, a tool has been developed for implementation during the remaining time of the SP, (ii) the number of collaborative projects was 8 against the expectation of 10. The findings indicate satisfactory progress. Moreover, performance of the TAWIRI was also assessed by the Treasury Registrar's Office for the financial year 2023/24. The Board scored 84% which is very good.

Despite the above-mentioned achievements, the implementation of the SP 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, and poor working environment, just to mention a few.

Based on lessons learnt and prevailing circumstances, the SP has been revised to reflect adequate and realistic focus on achievement. The focus has been more on making performance targets measurable in order to focus the SP on making impact and enhance accountability. It is expected that measurable performance targets will also provide focus to Departments, Sections and staff so as to enhance self-directed staff management as a way of enhancing staff empowerment, improving staff morale and confidence. Quantifiable performance measures will also make reporting and performance tracking much easier and it is likely to reduce Management workload during reporting to the Board and thus making more time available to Management for managing operations. Based on this revised SP, it is also expected that the Management will cascade quantifiable performance targets down the organization to the individual staff level. This is expected not only to link well with but also to improve implementation of the newly introduced Public Employees Performance Management Information System (PEPMIS), Human Capital Management Information System (HCMIS) and Public Institutions Performance Management Information System (PIPMIS).

CHAPTER ONE: INTRODUCTION

1.1 Background

Tanzania Wildlife Research Institute (TAWIRI) is a parastatal organization under the Ministry of Natural Resources and Tourism responsible for conducting, overseeing, coordinating and supervising wildlife research in Tanzania Mainland. It was established by Act of Parliament of the United Republic of Tanzania No. 10 of 1999 inheriting the former Serengeti Wildlife Research Institute (SWRI) that was established by Act No. 4 of 1980. To fulfill its mandates the Institute has five (5) wildlife research centers namely; Serengeti in the Serengeti National Park, Njiro in Arusha, Western in Kigoma, Southern Highlands in Iringa, and Kingupira in Selous Game Reserve. Also, to support the centers' activities the Institute has five (5) research stations namely; Endala which is located in Manyara National Park, Magugu in Babati, District, Tabora in Tabora Municipal, Lower Kihansi in Kilombero District and Mahale in Mahale National Park.

1.1.1 Mission

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

1.1.2 Vision

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

1.1.3 Functions

- i. To promote the development, improvement, and protection of the wildlife industry in the United Republic of Tanzania;
- ii. To carry out, and promote the carrying out of, inquiries, experiments, and research in Wildlife and in Wildlife Environment generally;
- iii. To continue, develop, and finalize all ongoing or projected wildlife research in the United Republic of Tanzania;
- iv. To carry out research and investigation into various aspects of wildlife to establish, improvising or environmental conservation and the management, collection and use of wildlife and wildlife products;
- v. To carry out research and investigation into wildlife diseases and their causes so as to develop ways of preventing or controlling the occurrence of particular wildlife diseases or any category of them;
- vi. To coordinate all wildlife research which is carried out within the United Republic of Tanzania;

- vii. 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;
- viii. To undertake the collection, preparation, publication and distribution of statistics relating to wildlife, and promote and develop instruction and training in wildlife;
- ix. In co-operation with the Government or any persons, within or outside the United Republic of Tanzania, to promote or provide facilities for the instructions and training of local personnel for carrying out wildlife research, and for the management of the wildlife industry;
- x. To advise the Government, public institutions and other persons or bodies of persons engaged in the wildlife industry in the United Republic of Tanzania on the practical application of the findings of inquiries, experiments and research carried out by or on behalf of the Institute.

1.2 The midterm review

It is standard practice to conduct a midterm review for any development intervention. Similarly, and in line with Government requirements, a midterm review of the TAWIRI SP for the period of 2021/22 – 2025/26 was conducted in May/June 2024. To ensure objectivity, best practice requires that a midterm review is done by external consultants. However, due to inadequate financial resources, the exercise was done internally while maintaining objectivity and non-bias as much as possible.

The aim of the review was fourfold: (i) To assess achievements made so far against planned expectations and consider any emerging issues thereof, (ii) To address lessons learnt by making necessary adjustments, (iii) To address any emerging urgent issues of national importance, and (iv) To re-align resources in line with priorities as may be necessary. Its objective was to provide independent evidence-based opinion on the status of the SP implementation, and achievement and make reviews as appropriate going forward.

Although some weaknesses were noted, only those considered critical and which would not require changing vote numbers and vote names in going forward for the remaining period of implementation were incorporated in the revision. In particular, the revision involved the mission and vision statements. These were considered critical in order to give the right conception and focus on the business of TAWIRI. A review of the mission and vision statements was the only aspect of the chapter on situational analysis that was changed. Main changes were made to performance measurement thus impacting more the SP's Results Framework in as much as the performance targets were revised. Apart from these changes, the rest of the SP has remained the same as in the original SP. As a consequence of revising the Results Framework, the Monitoring Framework was also revised.

CHAPTER TWO: REVIEW METHODOLOGY

As much as possible the midterm review adhered to internationally accepted midterm review/evaluation criteria. Five review/evaluation criteria approved by the Organization for Economic Cooperation and Development (OECD) and the European Union (EU) were used. They are *relevance, effectiveness, efficiency, impact* and *sustainability*.

Relevance refers to the appropriateness of intervention objectives to problems being addressed and national policies. Appropriateness of objectives implies that objectives are delivering the benefits needed by service beneficiaries following solutions to their problems. Effectiveness refers to the extent intervention objectives are delivering benefits to service beneficiaries. Efficiency refers to the optimal use of resources with a particular focus on producing more output with fewer resources or lower costs. Impact refers to the effect of an intervention on its wider environment and policy implementation while sustainability refers to the likelihood of accruing benefits continuing to flow to service beneficiaries after the intervention has come to an end.

Utilizing the five evaluation criteria, the midterm review was conducted through a review of progress reports and holding review workshops with the Management and staff of the Institute. During the review, the criteria were assessed by answering specific questions developed to provide implementation and achievement insight (Table 1). Relevance was assessed in terms of the appropriateness of each strategic objective to address the problem being experienced by service beneficiaries. The assessment also included a retrospective assessment of the quality of strategic planning in terms of its adequacy in addressing beneficiary needs. Effectiveness was assessed in terms of benefits delivered to service beneficiaries as strategic objectives were being achieved. Essentially, this entailed determining whether or not strategic objectives were focused on results as this was important to ensure that their achievement would result in the delivery of benefits to service beneficiaries or otherwise. Effectiveness was also assessed in terms of the extent any assumptions might have affected the delivery of benefits to service beneficiaries. As effectiveness is also linked to the effective implementation of SP, assessment was also linked to annual planning, budgeting, funds disbursement and implementation.

Efficiency was assessed in terms of the speed with which activities were implemented, and the quantity and quality of the results achieved by reviewing quarterly and annual reports and during workshop discussions. In particular, the relationship between implementation speed and delivery of results was explored as well as the budgeting process to determine the adequacy of inputs and the existence of quarterly work plans. The impact was assessed in terms of contribution of benefits delivered to a wider community and national objectives and international goals particularly the pertinent Sustainable Development Goals (SDGs). The sustainability assessment sought to establish the likelihood of benefits delivered to continue after the implementation of the SP has come to an end. Since this is

only a mid-term review, the assessment of the sustainability of accruing benefits was limited to lead indicators such as systems and structures put in place and capacity building.

Table 1: Question used for midterm review

Review Criteria	Assessment questions	Methodology to be used to answer the questions
Relevance	To what extent does each strategic objective intend to deliver direct benefits to service beneficiaries?	Holding workshops with staff, Management and stakeholders
	To what extent did strategic objectives address national objectives and SDGs?	
	Is the quality of the strategic planning process used to ensure the delivery of benefits to service beneficiaries?	
	Were there any assumptions made during strategic planning?	
Effectiveness	To what extent has the realization of strategic objectives delivered benefits to service beneficiaries?	Holding workshops with staff, Management and stakeholders
	What would you assess to be the level of customer satisfaction with benefits delivered to them?	
	Was the implementation of SP activities in line with the achievement of the pre-set performance targets?	
	Were the assumptions made during strategic planning met?	
Efficiency	Was the budgeting process used sensitive to wastage?	Holding workshops with staff, Management and stakeholders
	Were SP activities implemented as per work plans?	
	If "yes" or "no" in what way?	
	Were the planning and budgeting processes used, the most efficient in utilizing available human, material and financial resources?	
Impact	Do delivered benefits so far have a wider effect and positive impact on national policies and SDGs?	Holding workshops with staff, Management and stakeholders
Sustainability	Are benefits currently accruing to service beneficiaries likely to continue after the implementation of SP has come to an end?	
	Has effective capacity been built?	
	Are there staff that have been trained to improve their skills?	
	Are there new systems and structures which have been put in place to ensure sustainability?	

CHAPTER THREE: SITUATION ANALYSIS

3.1 Overview

This chapter describes TAWIRI's internal and external operating environments. It considers performance review in terms of the Institute's mandate, as well as achievements, attained and challenges encountered during the implementation of the previous strategic plan. It also presents stakeholders' analysis, showing their expectations 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.

3.2 Review of the mission

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

Mission

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

3.3 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 the establishment of the anti-corruption committee; establishment of new research regulation; renovation of office buildings at four centres (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, and 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 the TAWIRI HQ building and renovating existing infrastructures. Others include; continuing to provide research equipment, recruiting staff to fill vacant positions; continue to mobilize resources by motivating staff and local researchers to engage in wildlife research.

TAWIRI

Table 2: Achievements, constraints and way forward

Objective	Achievement	Constraints	Way forward
A: Strengthened initiatives to fight HIV/AIDS and non-communicable diseases	<ul style="list-style-type: none"> i. One HIV/AIDS awareness and testing were conducted for all staff annually ii. One test session was conducted for HIV/AIDS and NCDs 	<ul style="list-style-type: none"> i. Some staff were reluctant to test for HIV/AIDS 	<ul style="list-style-type: none"> i. To continue HIV/AIDS campaigns ii. Encourage voluntary HIV/AIDS testing
B: Good governance and national anti-corruption plans enhanced	Integrity and anti-corruption committees established and operational	Inadequate committee and staff awareness of good governance issues	Continue to equip the committee and staff with good governance knowledge and skills
C: Research development, execution, coordination and dissemination of findings Improved	<ul style="list-style-type: none"> i. Four Joint Management Research Committee (JMRC) meetings conducted annually ii. TAWIRI Research Regulation established in 2019 iii. TAWIRI research agenda reviewed in 2020 iv. Forty (40) research projects were developed and implemented across the country v. Five (5) collaborative agreements with local and international stakeholders were signed vi. Three (3) research coordination and inspection trips were carried out vii. Four (4) national wildlife censuses were conducted viii. Wildlife Research Information 	<ul style="list-style-type: none"> iii. Inadequate research equipment and infrastructure iv. Inadequate funds for conducting research Dependence on donor-funded projects v. Limited publicity of the Institute Inadequate staff in vi. research cadre 	<ul style="list-style-type: none"> i. Improve the research environment by constructing the TAWIRI Headquarters building and renovating existing infrastructures in all research centres ii. Purchase of research equipment iii. Recruit staff in the research cadre to fill in the vacant positions

Objective	Achievement	Constraints	Way forward
	<p>Dissemination strategy established and operationalized in 2019</p> <p>ix. Two (2) newsletters published annually</p> <p>x. Four (4) TV and radio talks were conducted annually</p> <p>xi. One institutional documentary was developed</p> <p>xii. Two (2) articles published in widely circulated newspapers annually</p> <p>xiii. One (1) press conference on the dissemination of wildlife census results held in 2020</p> <p>xiv. One (1) policy briefing meeting with the parliamentary committee and MNRT conducted annually</p> <p>xv. Four (4) public promotional events (fairs) participated annually</p> <p>xvi. Four (4) tailor-made basic beekeeping skills conducted in 2019</p> <p>xvii. One (1) scientific conference was conducted in 2019</p>		

Objective	Achievement	Constraints	Way forward
D: Working environment and infrastructure Improved	<ul style="list-style-type: none"> i. MNRT portal enhancing online research application and payment established ii. Office facilities at KWRC renovated iii. Offices at HQ and Research Centers equipped with relevant furniture annually iv. Five vehicles for the five research Centers acquired v. Three vehicles for the three units (PMU, WIE, CA) acquired vi. One vehicle for the Directorate of Research acquired vii. Two (2) Staff houses at SWRC renovated viii. Two staff houses at MGWRC renovated 	Inadequate funding	<ul style="list-style-type: none"> i. Continue to mobilize financial resources from other sources other than own sources ii. Introduction of new revenue sources to maximize revenue collection to fund institutional plans
E: Internally generated financial resources and management to cover 45% of the TAWIRI annual budget improved	<ul style="list-style-type: none"> i. Research fees collection for research conducted outside protected areas increased from 50mil to 150mil ii. Collections from consultancy fees increased from 136mil to 163mil iii. Collections from overhead (administrative) cost increased from 150mil to 300mil iv. Income from the sales of bee products increased from TZS 96 Mil to TZS 200 Mil in 2020 	Decrease number of foreign research scientists due to COVID-19 pandemic	Motivate local researchers to engage in wildlife research

Objective	Achievement	Constraints	Way forward
	<ul style="list-style-type: none"> i. Annual collections from laboratory bench fees increased from TZS 5 Mil in 2018 to TZS 20 Mil by 2020 ii. Consultancy guidelines prepared and operationalized iii. Sub-vote in the TAWIRI budget implemented in 2019 iv. Accounting manual reviewed and operationalized v. Financial regulations reviewed in 2020. vi. Government Electronic Payment Gateway (GePG) introduced and operationalized in 2019 vii. Procurement system linked with TANePS in 2020 viii. Timely delivery of goods and services to user department from 30 % to 80% ix. Timely processing payments to suppliers and service providers improved from 20% to 80% x. The level of competition achieved through competitive bidding from 70% to 100% improved 		

F: Human capital development and welfare Improved	<ul style="list-style-type: none"> i. Three staff recruited (through transfers) in different cadre ii. Fourteen (14) staff trained from Diploma to Doctor of Philosophy level iii. Twenty administrative staff attended short course trainings iv. Scheme of service reviewed and operationalized in 2020 v. Staff regulations reviewed in 2020 	<ul style="list-style-type: none"> i. Employment Permit ii. Inadequate funds 	<ul style="list-style-type: none"> i. Frequent follow-up of permit to employ staff ii. Continue strategies to fundraise from outside sources
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3.4 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 3: SWOC analysis

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

3.5 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 4.

Table 4: Stakeholders' expectations

Stakeholder	Services offered	Stakeholder Expectations	Potential impact if expectations 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 unfavourable 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

Stakeholder	Services offered	Stakeholder Expectations	Potential impact if expectations not met
Conservation Organizations/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
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

3.6 Critical issues

TAWIRI has identified the following critical issues related to the execution of its statutory mandates;

- i. Limited research on less studied wildlife species and wildlife areas;
- ii. Low public awareness of institutional operations;
- iii. Inadequate research infrastructures and facilities;
- iv. Inadequate institutional capacity to deliver services;
- v. Inadequate financial resources to fund research activities;
- vi. Limited awareness of good governance practices and gender balance; and
- vii. Unwillingness of some staff to test for HIV.

CHAPTER FOUR: REVIEW FINDINGS

Review findings are presented according to the five evaluation criteria but first observations were made on mission and vision statements that led to their revision as well.

4.1 Observations on Mission and Vision statements

4.1.1 Mission

During the two-years of implementing this SP, our mission was *“To be a center of excellence in advising and providing scientific information on biodiversity conservation and management at national and international levels”*. However, during the review process, it became clear that the mission statement did not reflect the purpose of the Institute, hence the need to refine it. Besides, the statement was not concise for easy of remembering by staff.

4.1.2 Vision

The previous vision was *“Conducting and coordinating wildlife research and share scientific information with stakeholders for sustainable biodiversity conservation.”* It became clear during the review that the vision statement was simply a re-statement of the functions of the Institute rather than a distant goal or achievement.

4.2 Relevance

One of the two national strategic objectives being implemented by all public institutions is Strategic objective A, “Intervention and prevention of HIV/AIDS and non-communicable diseases (NCDs) programmes at workplace strengthened”. It was found to be intended to deliver benefits to service beneficiaries who are staff of the Institute. Strategic objective B, “Good governance and national anti-corruption plans enhanced”, which is the second national strategic objective was found to be defective in its phrasing. As it is currently phrased it is about enhancing governance and anti-corruption plans. Enhancing plans will not deliver

benefits to targeted service beneficiaries rather it is the results accruing from implementing those plans. Because of its phrasing, its relevance to service beneficiaries was unclear. However, since these objectives are recorded in government records and linked to budgeting, rephrasing the objective at this stage was found unfeasible. It was agreed to use the right performance indicators based on what would be expected to be achieved even if the phrasing of the objective was not quite right. As long as implementation was focused on those performance targets desired performance would be achieved.

Strategic objective C, “Wildlife Research, coordination and consultancy services improved” was also found to be non-results focused. Improving coordination and consultancy does not adequately articulate the benefits to be accrued to service beneficiaries. As such it was neither clear who were the beneficiaries of the objective nor what exactly were the benefits intended to be delivered. Its relevance was therefore unclear. It was further observed that of the five strategic objectives, Objective C was the only strategic objective in research. For a research institution, the weight of research was inadequately represented by a single objective out of five objectives. Moreover, it was also noted that the number of performance indicators and their respective targets under this strategic objective was inadequate as it did not reflect the targets of all the 34 research projects being implemented by the Institute where each project has its objective. Being the only strategic objective in research, Strategic Objective C had its performance indicators and targets revised during the midterm review to include all research projects. In comparison with the other four strategic objectives, the new list of 40 performance targets under Strategic Objective C now reflects the true weight of the research of the Institute. With these targets, the strategic objective now can be seen to address national conservation policies and SDG nos.13, 15 and 17.

It was observed that Strategic Objectives D, “Financial resources mobilization and management enhanced” and E, “Institutional capacity to deliver services improved” could be combined. Possibly strategic objective E could suffice with slight rephrasing thus eliminating strategic objective D. However, for the same reason as for strategic objective C, the objectives were left as they are but performance targets were streamlined. The mentioned observations notwithstanding the five strategic objectives were generally found to address national policies and priorities. Major assumptions made to effectively and efficiently implement the Strategic Plan were: (i) Government funds disbursements would be both timely and as per approved budget, (ii) Staff recruitment/transfers requested by the Institute would be timely approved by the President’s Office Public Service Management and Good Governance, (iii) Required infrastructure would be made available.

The SP design did not utilize the Logical Framework Approach (LFA). Consequently, there

are inadequacies in areas of completeness of objectives and their performance targets and sources/means of verification. A major proportion of performance targets across strategic objectives cannot be ascribed to intended beneficiaries as the targets were outputs of activities. Improving future SP design will improve clarity on data required, their collection and where to find information on performance targets. For example, it is not clear how data on corruption incidences (Strategic Objective A) would be obtained.

4.2 Effectiveness

Customer satisfaction surveys were not conducted because requisite tools were still under preparation making it difficult to establish the extent to which customers are satisfied with services delivered. However, preparation of an online customer satisfaction survey tool is now underway and its implementation is expected in the next financial year. It was found that all the assumptions, as mentioned under relevance, were not met thus affecting achievement of results manifested as benefits delivered to service beneficiaries. In particular, government disbursements were not in line with the planned schedule as per the approved budget thus affecting activity implementation and realization of results. Staff recruitment/transfer also showed prolonged delays thus affecting activity implementation and achievement of results. Further discussion on effectiveness is done by presenting objective-wise achievement below.

Strategic Objectives A: Intervention and prevention of HIV/AIDS and non-communicable diseases (NCDs) programmes at workplace strengthened

This strategic objective had two performance targets namely (i) HIV/AIDS and NCDs seminars increased from 5 to 8 and (ii) All staff with HIV/AIDS supported. Table 5 presents achievements under this objective. The targets are activity outputs and not results.

Table 5: Achievement of Strategic Objective A - Intervention and prevention of HIV/AIDS and non-communicable diseases (NCDs) programmes at work place strengthened

Strategy Objective	Targets	Mid-Term Achievements (As of December 2023)
A: Intervention and prevention of HIV/AIDS and non-communicable diseases (NCDs) programmes at workplace strengthened.	(i) HIV/AIDS and NCDs seminars increased from 5 to 10 by June, 2026	3 out of 10 HIV/AIDS and NCDs seminars were conducted.
	(ii) Staff with HIV/AIDS supported by 100 percent by June 2026	During the reporting period, the Institute did not have any staff who declared their status.

Strategic Objective B: Good governance and national anti-corruption plans enhanced

Strategic Objective B had 6 targets. Table 6 presents the achievements under this strategic objective. They show that the targets were all activity outputs and not results. Therefore, it was not possible to determine benefits delivered to service beneficiaries of strategic objective B.

Table 6: Achievements under Strategic Objective B - Good governance and national anti-corruption plans enhanced

Strategy Objective	Targets	Mid-Term Achievements (As of December 2023)
B: Good governance and national anti-corruption plans enhanced.	(i) Anti-corruption plan developed and operationalized by June, 2026	The committee has been appointed, and a customized anti-corruption plan will be operationalized by October 2024
	(ii) Anti-corruption awareness sessions increased from 5 to 10 by June, 2026	Two (2) seminars on corruption awareness were conducted.
	(iii) Women and youth participating in research development increased from 8 to 15 by June, 2026	Three (3) women and six (6) youth in research cadre which increase the number from 8 to 17 exceed the intended number of 15.
	(iv) Twenty meetings of the Board of Directors conducted by June 2026	Four (4) meetings of Board of Directors were conducted
	(v) Fifty Management meetings conducted by June 2026	Eighteen (18) Management meetings were conducted
	(vi) Twenty meetings of Workers council conducted by June 2026	Four (4) meetings of Workers council were conducted during the reporting period.

Strategic Objective C: Wildlife research, coordination and consultancy services improved

There was good evidence to show that benefits accrued to service beneficiaries with respect to strategic objective C even though its current phrasing does not imply benefits delivery to service beneficiaries. Implementing the recommendation made under relevance of incorporating the targets of 34 research projects under this strategic objective will both

streamline and strengthen delivery of benefits to service beneficiaries. This strategic objective had eleven performance targets. Table 7 presents achievement so far.

Table 7: Achievements under Strategic Objective C - Research, coordination and consultancy services improved

Strategy Objective	Planned Targets	Mid-Term Achievements (As of December, 2023)
C: Research, Coordination and Consultancy services improved	(i) Forty (40) wildlife research projects conducted by June, 2026	Thirty-nine (39) wildlife research projects are being conducted
	(ii) Four (4) species management action plans developed and reviewed by June, 2026	Four (4) species development plans have been developed and reviewed.
	(iii) Enhance wildlife health monitoring and disease prevention and control	Six (6) disease outbreaks have been monitored and controlled
	(iv) Twenty (20) meetings of the Joint Management and Research Committee (JMRC) conducted by June 2026	Ten (10) meetings of the Joint Management and Research Committee (JMRC) have been conducted.
	(v) Twenty (20) coordination trips to oversee and supervise wildlife research activities and compliance conducted by June 2026	Nine (9) coordination trips to oversee and supervise wildlife research activities and compliance were conducted.
	(vi) Fifteen (15) trips for wildlife diseases monitoring, investigation and control conducted by June 2026	Seventeen (17) trips for wildlife diseases monitoring, investigation and control have been conducted.
	(vii) One hundred papers published in peer-reviewed journals by June, 2026	Thirty-three (33) papers published in peer-reviewed journals
	(viii) Forty-five (45) papers presented in scientific conferences by June, 2026	Thirty-nine (39) papers presented in scientific conferences
	(ix) Annual wildlife research promotion and dissemination events increased from 10 to 15 by June, 2026	Participated in seventeen (17) research promotion and dissemination events
	(x) Twenty (20) wildlife censuses for population monitoring conducted by June, 2026	Five (5) wildlife censuses for population monitoring have been conducted
	(xi) Twenty (20) research tourism programs developed and implemented by June, 2026	Research tourism guideline has been developed awaiting approval from the MNRT

This assessment shows the presentation of targets as outputs rather than results, which has been addressed as shown in the next chapter.

Strategic Objective D: Financial resources utilization and management enhanced

Performance was assessed under ten performance targets. Achievements against planned targets are presented in Table 8.

Table 8: Achievements under Strategic Objective D - Financial resources mobilization and management enhanced

Strategy Objective	Targets	Mid-Term Achievements (As of December, 2023)
D: Financial resources mobilization and management enhanced.	(i) Ten (10) collaborations with local and international institutions or organizations established by June, 2026.	Eight (8) collaborations with local and international institutions or organizations were established
	(ii) Three (3) summer programs provided by June, 2026	Research tourism guidelines has been developed awaiting approval from the MNRT
	(iii) Forty (40) fundable projects secured by June, 2026	Thirty-nine (39) fundable projects were secured.
	(iv) A Consultancy bureau established and operationalized by September 2021	A Consultancy bureau has yet been established but the Publication Committee has been assigned responsibilities of reviewing the consultancy.
	(v) Ten (10) consultancies provided by June, 2026	Seven (7) consultancies were provided.
	(vi) Investment plan established by June 2023	The institute has developed an Investment Guideline to attract investors to available opportunities and the investment opportunities plan is in process.

Strategy Objective	Targets	Mid-Term Achievements (As of December, 2023)
	(vii) Two (2) PPPs established by June, 2026	One (1) PPP has been established between TAWIRI and KRISHNA SEEDS Co. Ltd
	(viii) Compliance to finance and budget Acts attained by 100% by June 2026	(i) Unqualified audit reports awarded for the consecutive two (2) years for the financial year 2021/2022 and 2022/2023. (ii) Internal control system strengthened. Performed annually for the financial year 2021/2022 and 2022/2023, and the areas which were audited for internal control purposes include expenditure accounts, Payroll and Human Resource Management, Development Projects, Contract and Procurement Procedures.
	(ix) PPRA standards adherence increased from 70% to 100% by June, 2026	PPRA standards adherence has increased from 70% to 90%
	(x) Institutional budgets and plans prepared and monitored annually by June, 2026	The institute has adhered the compliance with the Budget Act and its regulations during the two (2) financial year's budget implementation.

Strategic Objective E: Institutional capacity to deliver services improved

This strategic objective had nine performance targets. Achievements against planned targets are presented in Table 9.

Table 9: Achievements under Strategic Objective E - Institutional capacity to deliver services improved

Strategy Objective	Targets	Mid-Term Achievements (As of December 2023)
E: Institutional capacity to deliver services improved	(i) The number of staff increased from 107 to 293 by June 2026	The number of staff has increased to 126
	(ii) A total of 107 staff assessed annually through OPRAS by June, 2026	The open Performance Appraisal and review system are operational. 126 staff submitted the annual OPRAS form to show accountability and responsibilities on their stated duties until June 2023 and thereafter they were registered to the new assessment system (PEPMIS)
	(iii) A total of 40 staff provided with the required skills by June, 2026	A total of 82 staff were provided with the required skills
	(iv) Provision of working space/facilities/utilities and staff statutory requirements attained by June 2026	5 staff houses were renovated, 2 new staff houses were built, and all Institution office spaces renovated
	(v) Twenty (20) sports and games for staff facilitated by June, 2026	Three (3) sports and games for staff have been facilitated
	(vi) Security services 100% maintained by June, 2026	Security services 100% maintained
	(vii) Cleanliness service 100% provided by June, 2026;	Cleanliness service 100% provided
	(viii) State of the art wildlife information database 100% established and operationalized by June, 2026	Wildlife information database 90% established
	(ix) ICT system 100% established and functional	ICT system 80% established and functional

Strategy Objective	Targets	Mid-Term Achievements (As of December 2023)
	by June, 2026	

Despite the above-mentioned achievements, the implementation of the SP faced the following constraints:

- i. Inadequate budget to implement activities.
- ii. Absence of Board of Directors for one (1) year and a half of SP implementation.
- iii. Insufficient funds to facilitate ICT infrastructure and internet for virtual management meetings, especially for members located in remote areas.
- iv. Inadequate development funds from the Central Government.
- v. Inadequate research and laboratory equipment.
- vi. Poor infrastructures conditions in all research Centres which requires maintenance.

This performance review shows that most of the so-called performance targets are outputs; as such they do not refer to performance. Based on lessons learnt and prevailing circumstances, the SP has been revised to reflect the adequate and realistic focus on results. The review has focused more on making performance targets results based i.e., focused on delivering benefits to service beneficiaries and being measurable. It is expected that measurable performance targets will provide focus to Departments, Sections and staff so as to enhance self-directed staff management as a way of enhancing staff empowerment, improving staff morale and confidence. Quantifiable performance measures will also make reporting and performance tracking much easier and it is likely to reduce Management workload during reporting to the Board thus making more time available to Management for managing operations. Based on this revised SP, it is expected that the Management will cascade measurable performance targets down the organization to the individual staff level. It is also expected that having measurable performance targets will not only link well with but also improve the implementation of the newly introduced PEPMIS, HCMIS and PIPMIS.

4.3 Efficiency

The Institute uses an activity-based costing approach in its budgeting which provides a reasonably good estimation of cost and a good approval system exists for ensuring value for

money. However, efficiency is greatly hampered by delayed and low-level disbursements which are usually associated with higher prices because of the high rate of inflation that causes continuous changes in prices.

4.4 Impact

Generally, delivered benefits so far have a positive effect on national policies but more improvement will occur as a result of rationalizing targets under strategic objective C. Revision made in this respect will show in a better way the delivery of benefits to service beneficiaries.

4.5 Sustainability

Improvement of performance targets particularly concerning strategic objective C will also ensure improved adoption of research solutions by wildlife management institutions. There are coordination structures between TAWIRI and wildlife management institutions that will ensure the adoption and wide application of research findings by the institutions.

CHAPTER FIVE: REVISIONS MADE TO STRATEGIC PLAN

5.1 Revision of Mission and Vision statements

Following the observations made on the mission and vision statements on the review findings in the last chapter, the statements were revised as below.

5.1.1 Mission

Availing knowledge to sustain biodiversity conservation

5.1.2 Vision

Research supported biodiversity conservation

5.2 Objectives, Targets and Outcome Indicators

This section presents the review of the five strategic objectives which TAWIRI has been implementing from the financial year 2021/2022 to 2025/2026. Those objectives include: -

- A. Intervention and prevention of HIV/AIDS and non-communicable diseases (NCDs) programmes at workplace strengthened;
- B. Good governance and national anti-corruption plans enhanced;
- C. Research, Coordination and Consultancy services improved;
- D. Financial resources mobilization and management enhanced; and
- E. 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.

5.2.1 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

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) Number of seminars;
- (ii) Non-Communicable Disease (NCDs) cases;
- (iii) Number of staff supported; and
- (iv) Number of staff declare health status

5.2.2 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) Risk Management Framework developed and implemented by June 2026
- (iv) Statutory and administrative meetings conducted by June 2026

Outcome Indicators

- (i) Anti-corruption plan established
- (ii) Anti-corruption plan implemented
- (iii) Number of sessions
- (iv) Risk framework established and implemented
- (v) Risk registers in place
- (vi) Number of Board of Directors meetings

- (vii) Number of Management meetings
- (viii) Number of Workers council meetings
- (ix) Number of staff meetings

5.2.3 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) Compliance on research and ethical clearance attained by June 2026
- (ii) Compliance on research and ethical clearance attained by June 2026;
- (iii) Eight (8) wildlife census conducted by June 2026
- (iv) Wildlife research projects developed and implemented by June 2026
- (v) One (1) consultancy bureau established and operationalized by June 2026
- (vi) KST population re-established in the wild by June 2026
- (vii) Wildlife diseases monitored and controlled by June 2026;

Outcome Indicators

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

Proposed Outcome Indicator

- (i) Number of censuses
- (ii) Number of Management action plan
- (iii) Number of JMRC meetings
- (iv) Number of coordination trips
- (v) Number of papers published in peer-reviewed journals
- (vi) Number of papers presented in scientific conferences
- (vii) Number of TAWIRI conferences organized
- (viii) Communication strategy established
- (ix) Communication strategy implemented

- (x) Number of research conducted
- (xi) Number of collaborative projects
- (xii) Number of tourism research programs
- (xiii) Number of eco-research camps established
- (xiv) Number of HWC reduced
- (xv) Revenue accrued
- (xvi) Consultancy bureau established
- (xvii) Number of Consultancies
- (xviii) Number of outbreaks
- (xix) Number of surveillances
- (xx) Number of experiments (re-introduction trials)
- (xxi) Number of individuals in the world

5.2.4 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

Diversification of revenue sources;

Strengthen mechanisms for financial and operational resources mobilization;

Improve financial management systems; and
Enhance monitoring and evaluation.

Targets

- (i) Institutional budgets and plans prepared and monitored annually by June, 2026
- (ii) Compliance to budget Act attained by 100% by June, 2026
- (iii) Investment plan established and implemented by June, 2026;
- (iv) Two (2) Joint Ventures established by June, 2026;
- (v) Compliance to finance Act attained by 100% by June, 2026

Outcome Indicators

- (i) Number of M&E conducted
- (ii) Audit opinion;
- (iii) Number of implementation reports
- (iv) Number of budget committee meetings
- (v) Budget Mid-year review report
- (vi) Financial statements prepared
- (vii) Financial quarter reports
- (viii) Departmental plans and budget prepared
- (ix) Statutory meetings
- (x) MTEF book prepared and approved
- (xi) Number of joint ventures

5.2.5 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) Staff increased from 126 in 2023 to 160 by June, 2026
- (ii) Staff performance assessment for 126 staff assessed annually through PEPMIS by June, 2026
- (iii) Forty (40) staff provided with required skills by June, 2026
- (iv) Working space, facilities, utilities and staff statutory requirements provided by June, 2026
- (v) Twenty (20) sports and games for staff facilitated by June, 2026
- (vi) Wildlife information database 100% established and operationalized by June, 2026
- (vii) ICT systems functional and maintained by June, 2026
- (viii) Internal control systems maintained by June 2026
- (ix) Institutional visibility enhanced by June 2026
- (x) Compliance with Public Procurement Act attained by 100% by June 2026

Outcome indicators

- (i) Customer satisfaction/service delivery;
- (ii) Number of employees/transfers
- (iii) Staff performance improved
- (iv) Training plan in place

- (v) Number of staff attended training
- (vi) Number of house/office renovated/constructed
- (vii) Office and research equipment acquired
- (viii) Number of sports events attended
- (ix) Number of sports events prepared
- (x) Wildlife information database developed
- (xi) Wildlife information database operationalized
- (xii) 100% of budgetary, monetary and office operations digitized
- (xiii) Number of internal audit reports
- (xiv) Publicity reports and outreach programs
- (xv) Followers on social media and websites
- (xvi) Number of exhibition and conferences attended
- (xvii) Annual procurement plan (APP) in place
- (xviii) Procurement reports
- (xix) Audit opinion
- (xx) Number of tender board meetings
- (xxi) APP Mid-year review

5.3 Two-Year Indicative Results Framework: 2024/25 & 2025/26

As a result of changes made to performance targets, the following is the revised Results Frame for the remaining two years of SP implementation:

Table 10: Indicative two-year Results Framework: 2024/25 - 2025/26

STRATEGIC OBJECTIVE	PERFORMANCE INDICATOR	BASELINE YEAR (2023/24)	PERFORMANCE TARGETS	
			2024/25	2025/26
A. Intervention and prevention of HIV/AIDS and non-communicable diseases (NCDs) programmes at the workplace strengthened	Non-increase in the number of staff receiving HIV nutritional support	x ¹	x	x
B. Good governance and national anti-corruption plans enhanced	Zero corruption incidents reported	0	0	0
	Clean audit report received	1	1	1
C. Research, coordination and consultancy services improved	Number of scientific publications	44	19	24
	Number of scientific papers presented to international conferences	2	4	4
	Number of scientific papers presented to local conferences	18	5	20
	% customer satisfaction with conservation solutions being provided by TAWIRI	Unknown	70	70
	Number of support cases for human/wildlife conflict resolution	2 prides translocations, 35 elephant collaring and	2 prides translocations, 50 elephant collaring and	2 prides translocations, 50 elephant collaring and

¹ Actual target value is kept confidential because of nature of HIV/AIDS

STRATEGIC OBJECTIVE	PERFORMANCE INDICATOR	BASELINE YEAR (2023/24)	PERFORMANCE TARGETS	
			2024/25	2025/26
		646 Training of Trainers (ToTs)	500 Training of Trainers (ToTs)	500 Training of Trainers (ToTs)
	Level of TAWIRI's positive image to the public	unknown	60	75
D. Financial resources utilization and management enhanced	% of research funds obtained by writing proposals	45	55	65
	% of the total budget financed by external sources	60	50	50
	% of staff expressing satisfaction with timeliness of payments by Finance and Accounts section	unknown	80	90
E. Institutional capacity to deliver services improved	% of staff in managerial positions scoring at least 75 grades in performance appraisal	75	85	90
	% of scientists scoring at least 65 grades in performance appraisal	65	75	85
	% of technical staff scoring at least 70 grades in performance appraisal	70	80	90
	% of senior support staff scoring at least 75 grades in performance appraisal	75	82	90
	% of junior support staff scoring at least 75 grades in performance appraisal	75	82	90
	At least 80 % of staff express satisfaction with availability of work tools	80	90	100
	% of approved budget disbursed by Government	73	75	90

Table 11: Two-year indicative Budget

STRATEGIC OBJECTIVE	BUDGET 2024/2025	BUDGET 2025/2026
	TZS	TZS
A. Intervention and prevention of HIV/AIDS and non-communicable diseases (NCDs) programmes at the workplace strengthened	24,563,000.00	25,791,150.00
B. Good governance and national anti-corruption plans enhanced	274,236,000.00	287,947,800.00
C. Wildlife research, coordination and consultancy services improved	5,437,554,764.00	5,709,432,502.20
D. Financial resources mobilization and management enhanced	1,034,569,000.00	1,086,297,450.00
E. Institutional capacity to deliver services improved	6,255,693,200.00	6,568,477,860.00
TOTAL	13,026,615,964.00	13,677,946,762.20

5.3 Two Year Indicative 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.

Table 12: Two-year indicative Monitoring Plan

Strategic Objective	Performance indicator	Baseline year (2023/24)	Planned annual target		Actual achievement		Target classification	Source of data	Responsibility
			2024/25	2025/26	2024/25	2025/26			
A. Intervention and prevention of HIV/AIDS and non-communicable diseases (NCDs) programmes at the workplace strengthened	Non-increase of the number of staff receiving HIV nutritional support	x ²	x	x			CCM Manifesto Five-year Development Plan	HR Section record	HR Section
B. Good governance and national anti-corruption plans enhanced	Zero corruption incidents reported	0	0	0			CCM Manifesto Five-year Development Plan	PCCCB Reports	HR Section
	Clean audit report received	1	1	1			CCM Manifesto Five-year Development Plan	Audited Annual Accounts	Finance Department

² Actual target value is kept confidential because of nature of HIV/AIDS

Strategic Objective	Performance indicator	Baseline year (2023/24)	Planned annual target		Actual achievement		Target classification	Source of data	Responsibility
			2024/25	2025/26	2024/25	2025/26			
C. Research, coordination and consultancy services improved	Number of scientific publications in journals	44	19	24			CCM Manifesto Five-year Development Plan SDG No.	TAWIRI Digital library	Director of Research
	Number of scientific papers presented to international conferences	2	4	4			CCM Manifesto Five-year Development Plan SDG No.	TAWIRI Digital library	Information and Communication Department
	Number of scientific papers presented to local conferences	18	5	20			CCM Manifesto Five-year Development Plan SDG No.	TAWIRI Digital library	Information and Communication Department
	% customer satisfaction with conservation solutions being provided by TAWIRI	Unknown	70	70			CCM Manifesto Five-year Development Plan SDG No.	Customer satisfaction survey reports	Information and Communication Department
	Number of	2 prides	2 prides	2 prides			CCM	TAWIRI	Director of

Strategic Objective	Performance indicator	Baseline year (2023/24)	Planned annual target		Actual achievement		Target classification	Source of data	Responsibility
			2024/25	2025/26	2024/25	2025/26			
	support cases for human/wildlife conflict resolution	translocations, 35 elephant collaring and 646 Training of Trainers (ToTs)	translocations, 50 elephant collaring and 500 Training of Trainers (ToTs)	translocations, 50 elephant collaring and 500 Training of Trainers (ToTs)			Manifesto Five-year Development Plan SDG No.	Annual Report	Research
	Level of TAWIRI's positive image to the public	unknown	60	75			CCM Manifesto Five-year Development Plan SDG No.	Public perception survey reports	Information and Communication Department
D. Financial resources utilization and management enhanced	% of research funds obtained by writing proposals	45	55	65			CCM Manifesto Five-year Development Plan	TAWIRI approved Budget	Director Corporate Services
	% of the total budget financed by external sources	60	50	50			CCM Manifesto Five-year Development Plan	TAWIRI approved Budget	Director Corporate Services
	% of staff expressing satisfaction with timeliness of payments by	unknown	80	90			CCM Manifesto Five-year Development Plan	HR Department staff satisfaction survey reports in TAWIRI	HR Department

Strategic Objective	Performance indicator	Baseline year (2023/24)	Planned annual target		Actual achievement		Target classification	Source of data	Responsibility
			2024/25	2025/26	2024/25	2025/26			
	Finance Department							Annual Reports	
F. Institutional capacity to deliver services improved	% of staff in managerial positions scoring at least 75 grade in performance appraisal	75	85	90			CCM Manifesto	PEPMIS	HR Department
	% of scientists scoring at least 65 grade in performance appraisal	65	75	85			Five-year Development Plan	PEPMIS	HR Department
	% of technical staff scoring at least 70 grade in performance appraisal	70	80	90			CCM Manifesto	PEPMIS	HR Department
	% of senior support staff scoring at least 75 grade in performance appraisal	75	82	90			Five-year Development Plan	PEPMIS	HR Department
	% of junior support staff scoring at least 75 grade in performance appraisal	75	82	90			CCM Manifesto	PEPMIS	HR Department
	At least 80% of staff express satisfaction with availability of work tools	80	90	100			Five-year Development Plan	HR Department staff satisfaction survey	HR Department

Strategic Objective	Performance indicator	Baseline year (2023/24)	Planned annual target		Actual achievement		Target classification	Source of data	Responsibility
			2024/25	2025/26	2024/25	2025/26			
								reports in TAWIRI Annual Reports	
	% of approved budget disbursed by Government	73	75	90			CCM Manifesto Five-year Development Plan	TAWIRI Quarterly and Annual Reports	Director Corporate Services

5.4 Rolling of the strategic plan

To ensure that this plan is implemented effectively, the Management will make this SP the basis for annual planning and implementation. Annual work plans will be based on the SP. The indicated performance targets will constitute the immediate objectives of respective Departments which will inform the identification of specific activities to be implemented annually. Each Director and their respective Heads of Departments will ensure the performance targets of their respective areas as indicated in the Results Framework are known and understood by all staff.

It will be the responsibility of Directors and their Heads of Departments to ensure that annual Directorate and Departmental Work Plans are prepared, and such preparation is cascaded down to the individual staff level to ensure an effective connection between SP and implementation. Leaders must recognize that individual staff work plans are the true traction points of SP execution and this is what will drive delivery of results.