

Wildlife Conservation Initiative (WCI)



Strategic Plan 2022 - 2027

July 2022

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Statement of the Chief Executive Officer

Wildlife Conservation Initiative (WCI) is a Non-Governmental Organization (NGO) registered under the Civil Society Organizations on 22nd December 2021, with Registration No. 00NGO/R/2717. As a non-profit making organization, WCI focuses on wildlife conservation efforts to complement government initiatives and achieve sustainable conservation of natural resources in Mainland Tanzania.

WCI aims to create an environment where local communities and wildlife can coexist peacefully, benefiting both the nation and the global community. With a team of dedicated and motivated staff, WCI is committed to generating scientific, demand-driven information to help management authorities take timely conservation actions that protect wildlife and their habitats. As part of its first Strategic Plan, WCI intends to achieve four key Strategic Objectives:

1. Enhance governance and national anti-corruption plans.
2. Improve research and contracts services.
3. Strengthen financial resource mobilization and management.
4. Build institutional capacity to deliver effective services.

The Strategic Plan is aligned with national sectoral policies in Wildlife, Forestry, Beekeeping, and Tourism. Additionally, it ties into broader development frameworks, such as the Tanzania Development Vision (TDV) 2025 and the Sustainable Development Goals (SDGs) 2030. As a newly established conservation NGO, WCI faces several challenges, including financial constraints, inadequate infrastructure (such as office space, vehicles, and research equipment), and a limited workforce. However, the presence of numerous local and international conservation stakeholders offers WCI an opportunity to form partnerships that avoid duplicating efforts and instead complement existing government and organizational activities.

The successful implementation of WCI's first Strategic Plan (2022/23 – 2026/27) will largely depend on securing financial resources. On behalf of the WCI Management and Board of Directors, I extend our gratitude to all stakeholders and potential donors for their support in helping WCI fulfill its vision and mission.

Dr Robert Fyumagwa

Chief Executive Officer

Statement from the Chairperson

The first **Strategic Plan (SP 2022-2027)** serves as a roadmap for guiding the Wildlife Conservation Initiative (WCI) management and team in achieving the outlined strategic objectives. It also functions as a vital working document for the Board of Directors and collaborating stakeholders to monitor WCI's performance. The strategic objectives and targets will direct WCI's efforts in delivering high-quality outcomes for conservation stakeholders.

Over the next five years (2022-2027), WCI will focus on addressing all four strategic objectives to fulfill its vision and mission. Crucially, SP 2022-2027 aims to build capacity and generate scientific information to support informed decision-making within the sector. The Board strongly encourages WCI management and staff to work diligently toward implementing these objectives.

As this is WCI's first Strategic Plan, its success will heavily rely on securing sufficient resources, primarily through the development of competitive proposals. Upholding the commitments to WCI's vision, mission, and core values will strengthen trust with conservation partners, fostering continued financial and material support for WCI's objectives.

On behalf of the WCI Board of Directors, I pledge our full cooperation with all stakeholders throughout the implementation process.

.....
Dr. Simon Mduma
Chairperson

Executive summary

The **Wildlife Conservation Initiative (WCI)** is a Non-Governmental Organization (NGO) established on 22nd December 2022, with Registration No. 00NGO/R/2717. As a non-profit organization, WCI focuses on conducting activities related to wildlife conservation to complement the efforts of the Ministry of Natural Resources and Tourism (MNRT) and its institutions in achieving sustainable conservation of natural resources in Mainland Tanzania. The primary objective of WCI is to promote the generation of scientific information on wildlife to support informed conservation actions. As a newly established organization, WCI requires a **Strategic Plan (SP)** to guide its activities over the first five years. The SP will be operational from 2022 to 2027 and will undergo a midterm review between 2024 and 2025. A sound strategic plan will help WCI achieve the following key aspects:

1. Serve as a framework for day-to-day decision-making by WCI management.
2. Guide strategic decisions by the Board of Directors.
3. Communicate WCI's vision, mission, core values, and activities to stakeholders, fostering engagement and involvement.
4. Act as a marketing tool for WCI to seek support from conservation stakeholders, funding agencies, and development partners.

Tanzania has a number of policies and laws addressing natural resources and biodiversity conservation. The WCI Strategic Plan will align with key policies, including the **National Wildlife Policy (2007)**, **National Environmental Policy (2021)**, **National Beekeeping Policy (1998)**, **National Forestry Policy (1998)**, and **National Tourism Policy (1999)**. In line with these policies, WCI will also adhere to relevant laws such as the **Wildlife Conservation Act No.5 Cap. 283**, **Environmental Management Act Cap. 191**, **Beekeeping Act No. 15 of 2002**, and **Forestry Act No. 18 of 2002**, among others.

A **SWOC analysis** was conducted for WCI's first Strategic Plan (2022-2027) to identify internal strengths and weaknesses. The analysis also highlighted opportunities that WCI can capitalize on during the plan's implementation, as well as challenges that may hinder the smooth operation and achievement of objectives.

WCI will collaborate with a range of internal stakeholders, including management authorities like **NCAA**, **TANAPA**, **TAWA**, and **TFS**, research institutions such as **TAFORI** and **TAWIRI**, higher learning institutions like **UDSM**, **SUA**, **NM-AIST**, and **CAWM**, and local governments. In addition, WCI will engage with foreign stakeholders, including higher learning and research institutions, conservation organizations like **FZS**, **WWF**, **IUCN**, **WCS**, and **TRAFFIC**, as well as development partners like **USAID**, **UNEP**, **GEF**, **DFID**, **NORAD**, and **FINIDA**, among others.

The objectives of the **Strategic Plan (2022/23–2026/27)** are aligned with both national and international development frameworks. The plan is integrated with the national sectoral policies on wildlife, forestry, beekeeping, and tourism, and is linked to broader frameworks such as **Tanzania Development Vision (TDV) 2025** and the **Sustainable Development Goals (SDGs) 2030**.

The activities outlined in the SP will be monitored periodically to ensure proper execution. The directorates and relevant bodies will continuously track progress, identify any deviations from the plan, and implement timely mitigation measures to ensure successful achievement of the stated targets.

List of abbreviations and acronyms

AC	Account Clerks
AFC	Administration and Finance Committee
CAWM	College of African Wildlife Management
CEO	Chief Executive Officer
DFID	Department for International Development
DRP	Director of Research and Planning
ED	Executive Director
ESIA	Environmental and Social Impacts assessments
FINIDA	Finnish International Development Agency
FM	Finance Manager
FZS	Frankfurt Zoological Society
GEF	Global Environmental Facility
HRM	Human Resources Manager
ICM	ICT and Communication Manager
ICT	Information Communication Technology
IUCN	International Union for Conservation of Nature
MNRT	Ministry of Natural Resources and Tourism
MTEF	Medium-Term Expenditure Framework
NCAA	Ngorongoro Conservation Area Authority
NGO	Non-Governmental Organization
NM-AIST	Nelson Mandela African Institute of Science and Technology
NORAD	Norwegian Agency for Development Cooperation
PAs	Protected Areas
PCs	Project Coordinators
PPPs	Public Private Partnerships
PPRA	Public Procurement Regulatory Authority
RCM	Research and Consultancy Manager
RPC	Research and Publication Committee
SDGs	Sustainable Development Goals
SP	Strategic Plan
SS	Support Staff
SUA	Sokoine University of Agriculture
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TAFORI	Tanzania Forestry Research Institute
TANAPA	Tanzania National Parks
TAs	Technical Advisers
TAWA	Tanzania Wildlife Management Authority
TAWIRI	Tanzania Wildlife Research Institute
TDV	Tanzania Development Vision 2025
TFS	Tanzania Forestry Services Authority
ToR	Terms of Reference
TRAFFIC	Trade Records Analysis of Flora and Fauna in Commerce
UDSM	University of Dar es Salaam
UNEP	United Nations Environmental Programme
USAID	United States Agency for International Development

List of abbreviations and acronyms

WCI	Wildlife Conservation Initiative
WCS	Wildlife Conservation Society
WWF	World Wide Fund for Nature

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CHAPTER ONE

1.0 Introduction

The **Wildlife Conservation Initiative (WCI)** is a Non-Governmental Organization (NGO) established on 22nd December 2021, with Registration No. 00NGO/R/2717. As a non-profit organization, WCI focuses on wildlife conservation activities that complement the efforts of the Ministry of Natural Resources and Tourism (MNRT) and its institutions in achieving sustainable conservation of natural resources in Mainland Tanzania. These activities include research and consultancy services, aimed at supporting or collaborating with management authorities, research institutions, and other stakeholders.

As emphasized, WCI's role is to complement—not compete with or duplicate—the efforts of the government and other stakeholders. While headquartered in Arusha, WCI will operate across the country, particularly in the protected areas of Mainland Tanzania.

1.1. Purpose of WCI

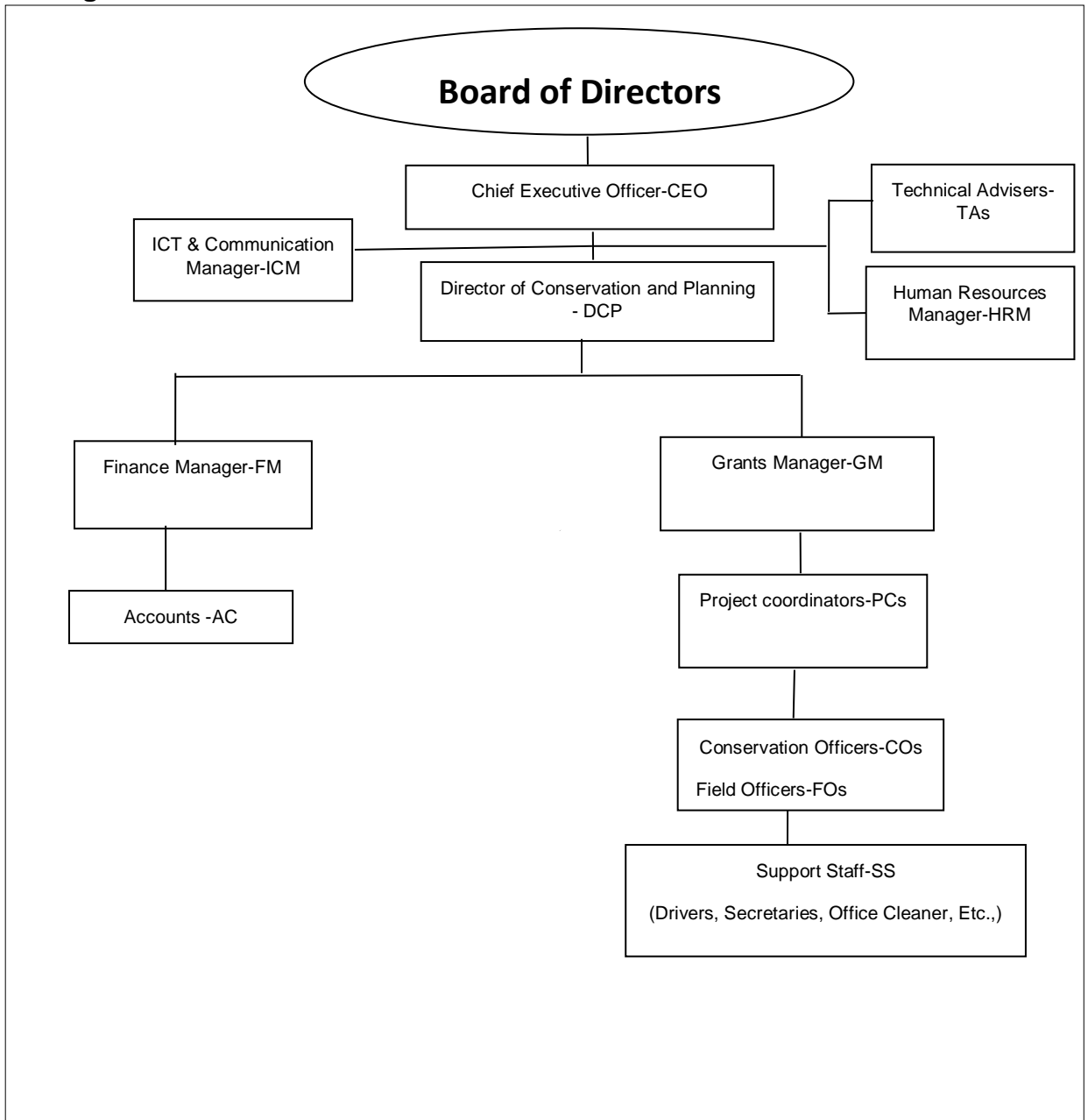
WCI aims to promote conservation by generating scientific information on wildlife to support informed conservation actions and by building capacity within selected units of wildlife management authorities and research institutions.

1.1.1 Functions of WCI

- i. Provide quality wildlife information to policymakers, governmental and non-governmental conservation entities for informed conservation actions;
- ii. Provide aerial wildlife services (such as collaring and de-collaring of wildlife for research, monitoring and treatment purposes) to independent researchers, governmental and non-governmental conservation entities;
- iii. Facilitate the use of technology to foster long-term conservation of biodiversity including but not limited to the acquisition and use of aerial wildlife support equipment and technologies such as helicopters, spotter planes and accessories; and acquisition of mobile veterinary equipment (such as mobile laboratories, dart guns) veterinary supplies such as drugs, darts, etc;
- iv. Provide wildlife veterinary services within and outside protected areas;
- v. Bring together wildlife professionals across the globe to engage in wildlife research and conservation in Tanzania;
- vi. Promote and fundraise for wildlife conservation and research activities, especially in areas related to human-wildlife interactions, wildlife ecology and ecological interactions, wildlife population, habitat and biodiversity conservation, tourism development and cultural heritage, wildlife diseases and ecosystem health, water resources and wetland conservation, wildlife conservation policies and good governance, climate change and variability and emerging technologies in conservation;
- vii. Provide communities living adjacent to protected areas with the required education to help reduce human-wildlife conflicts and livelihoods improvement through conservation-friendly projects such as carbon credit among others;

- viii. Undertake Environmental and Social Impacts Assessments (ESIA) for projects to be implemented in ecologically sensitive areas such as protected areas, wildlife corridors, etc;
- ix. Facilitate young professionals and graduate students to engage in wildlife research and conservation;
- x. Link with high learning institutions within and outside the country to organise summer camps for young professionals and students from within and outside the country to learn about wildlife research and conservation in the country;
- xi. Put in place a one-stop modern facility with the necessary space for staff, research equipment and conservation facilities;
- xii. Hire high-quality wildlife professionals that are carrying out aerial and on-the-ground wildlife research and conservation efforts;
- xiii. Conduct research into priority issues associated with wildlife development and conservation of all wildlife species and restoration of degraded natural habitats;
- xiv. Raise awareness about the issues of wildlife research and conservation locally, nationally and internationally;
- xv. Further the capacity of government wildlife staff with technical training where required;
- xvi. Facilitate student projects in the area focused on matters related to wildlife conservation and encourage international student collaboration;
- xvii. Enter into any transaction which, in the opinion of the Board, is necessary or desirable for the better performance of the functions of WCI; and
- xviii. Maintain links with other local and international wildlife conservation and research partners.

1.2 Organisation structure of WCI



1.3 Purpose of the Strategic Plan

WCI is a newly established organisation that requires a strategic plan (SP) as a yardstick to guide the implementation of activities that will be planned for the first five years. In this case, a sound plan would help WCI to achieve the following strategic aspects:

- i. Serve as a framework for day-to-day decisions by WCI Management;
- ii. Serve as a framework for strategic decisions by the Board of Directors
- iii. Explain the vision, mission, core values and activities of WCI to stakeholders to inform, motivate and involve them; and

- iv. Act as a marketing tool for WCI to seek support from different conservation stakeholders, funding agencies and development partners.

1.4 Methodology

A participatory approach was adopted among WCI members during the preparation of this SP, which entailed several planning meetings, workshops, and consultations with external planning experts. The draft SP was subsequently presented to the Board of Directors for comments and approval.

1.5 Layout of the Strategic Plan

The **Strategic Plan** is organized into four chapters:

- **Chapter One** provides an overview of WCI, including its objectives, functions, and organizational structure.
- **Chapter Two** presents a situation analysis, including a SWOC analysis and the critical issues addressed in the plan.
- **Chapter Three** outlines the roadmap for the future, detailing WCI's vision, mission, core values, objectives, strategies, targets, and outcome indicators.
- **Chapter Four** presents the results framework, explaining how the plan will be monitored and evaluated.

CHAPTER TWO

2.0 Situation analysis

2.1 WCI's Internal Environment

WCI proposes to conduct wildlife conservation activities that complement the efforts of management authorities, research institutions, and higher learning institutions by providing scientific information related to natural resource conservation. The organization intends to operate within protected areas (PAs) in Mainland Tanzania and surrounding communities. WCI is supported by highly qualified founding members and has the flexibility to collaborate with or outsource experts both within and outside Tanzania to address various conservation challenges.

2.2 External Environment

WCI will conduct its activities in collaboration with management authorities, research institutions, higher learning institutions, and other conservation stakeholders by establishing formal partnerships and agreements.

2.3 Policy Frameworks Guiding the Operation of WCI

Tanzania has several policies and laws addressing natural resource management and biodiversity conservation. The WCI Strategic Plan will adhere to key policies, including the National Wildlife Policy (2007), National Environmental Policy (2021), Beekeeping Policy (1998), Forestry Policy (1998), and National Tourism Policy (1999). In line with these policies, WCI will also comply with relevant laws governing the conservation of natural resources, such as the Wildlife Conservation Act No. 5 Cap. 283, Environmental Management Act, Cap. 191, Beekeeping Act No. 15 of 2002, and Forestry Act No. 18 of 2002, among others.

2.3.1 National Wildlife Policy, 2007

The National Wildlife Policy of 2007 advocates for the conservation of wildlife and their habitats, management and development of wildlife and wetlands resources of biological importance and prevention of illegal use of wildlife throughout the protected area networks by taking appropriate surveillance and law enforcement. In managing and developing protected areas, the policy focuses on promoting greater public awareness and understanding of wildlife-related issues and generating and retaining sufficient revenue from tourism activities.

2.3.2 National Beekeeping Policy, 1998

The Bee-Keeping Policy directs appropriate beekeeping practices, maintenance of quality bee products, and protection of bee resources, bee fodder and consumers of bee products. Five main areas are addressed to move the bee-keeping sector towards the goal of sustainable development of Tanzania and the conservation and management of her natural resources. These are: -

- i. Establishment and sustainable management of bee reserves;
- ii. Apiary management;
- iii. Beekeeping-based industries and products;

- iv. Beekeeping in cross-sectoral areas;
- v. Beekeeping for ecosystem conservation and management; and
- vi. Institutions and human resources.

2.3.3 National Forestry Policy, 1998

The National Forest Policy emphasises sustainable forest Management, which entails strategic sectoral planning to enhance ecosystem conservation and management by ensuring ecosystem stability through the conservation of forest biodiversity, water catchments and soil fertility. The Policy considers changes in the macro-economic policies towards the market economy and participation of the private sector and other relevant stakeholders. Based on the Policy, in 2001, Tanzania developed a National Forest Programme to promote the conservation and sustainable use of forests to meet local, national and international needs. The policy emphasises the establishment of new forest reserves, conservation and management that involves local communities and other stakeholders. It recognises the importance of Environmental and Social Impact Assessment (ESIA) for investments, which convert forestland to other land use or may cause potential damage to the forest environment.

2.3.4 Wildlife Conservation Act (No.5 CAP 283)

The National Wildlife Conservation Act No. 5 of 2009 and its regulations are responsible for the conservation of wildlife and ensure the protection, management and sustainable utilisation of wildlife resources, habitats, ecosystems and the non-living environment supporting such resources, habitats or ecosystems with the actual or potential use or value.

2.3.5 Beekeeping Act No. 15 of 2002

The Beekeeping Act No. 15 of 2002 provides for the orderly conduct of beekeeping, the improvement of bee products of beekeeping and the prevention and eradication of diseases and pests among bees. Among others, the main objective of this Act is to ensure ecosystem stability through the conservation of bees and beekeeping resources and to promote and enhance the contribution of the beekeeping sector to the sustainable development of Tanzania and its conservation.

2.3.6 Forest Act No. 18 of 2002

The Forest Act provides for the conservation and management of forests and forest products. The main objective is the demarcation and reserving in perpetuity for the benefit of present and future Tanzanians sufficient forested land and land capable of afforestation. It also aims to protect water supplies. Forestland is administered by the Forestry and Beekeeping Division, which has both “productive” and “protective” areas. Permits for utilisation can be issued for use of forestry products in productive reserves.

2.4 Priority Issues to execute in the five years of Strategic Plan 2022 – 2027

The WCI has selected five priority issues to be executed during the first SP tenure (2022-2027) including;

- i. Funds to promote wildlife conservation and research activities availed;
- ii. Wildlife conservation-related contract services within and outside protected areas are provided;

- iii. Skills to reduce human-wildlife conflict in communities adjacent to protected areas provided;
- iv. Young professionals and students facilitated engagement in wildlife research and conservation; and
 - i. Agreements with research, higher learning institutions and conservation stakeholders developed

2.4.1 Funds to promote wildlife conservation and research activities availed

For WCI to achieve its purpose, there must be enough financial resources; therefore, this strategic issue is key to the overall operation of the organisation. WCI will raise funds by developing competitive proposals and submitting them to donor agencies, conservation stakeholders and management authorities. WCI will strive to submit proposals to many grant calls and consultancies to widen the possibility of getting more funds.

2.4.2 Wildlife conservation-related contract services within and outside protected areas provided

Executing this strategic issue will depend on success in fundraising under strategic issue one (2.4.1). To fulfil this strategic issue, WCI will collaborate with identified stakeholders to develop high-quality and sellable proposals.

2.4.3 Skills to reduce human-wildlife conflict in communities adjacent to protected areas provided

WCI will engage management authorities and other conservation organisations on the potential skills that its staff have to be given to assist in educating communities on better ways to reduce human-wildlife conflicts. WCI will provide some innovations that are user-friendly and easily adaptable by communities.

2.4.4 Young professionals and students facilitated engagement in wildlife research and conservation

WCI's objective is to support the government's efforts in attaining sustainable conservation of natural resources. To achieve sustainable conservation, engagement of young upcoming conservation scientists is very key. WCI will set aside funds for research and engage young scientists (especially graduate students) to compete for the funds and conduct research activities that experts within WCI or its collaborators will identify. Such research activities can lead to the student's academic advancement or be part of career development in terms of publication and dissemination of scientific information related to natural resource conservation.

2.4.5 Agreements with research, higher learning institutions and conservation stakeholders developed

WCI will consult several conservation organisations to enter an agreement related to collaboration in conservation-related activities. Under these agreements, the WCI staff will provide their profiles indicating professional skills and experiences. The agreements will focus on collaboration in the development of joint research proposals, organising and hosting summer schools for graduate students and organising workshops to share information and innovations in conservation science,

2.5 Strengths, Weaknesses, Opportunities and Challenge (SWOC)

The SWOC analysis in this first SP (2022-2027) is meant to identify organisational strengths and weaknesses inherent to WCI. The analysis also identifies opportunities that can be exploited by WCI in the next five years during the implementation of this strategic plan and expected challenges that may hamper the smooth operation of WCI execution and achieve the targets stated under each objective (Table 1).

Table 1: SWOC analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Presence of competent and skilled personnel with a diversity of expertise within WCI • The willingness of conservation stakeholders to collaborate with local NGOs • Provision for NGOs to participate in conservation-related activities in Tanzania • Presence of committed conservation organisations that can support WCI initiatives • Presence of provision for Public-Private Partnership in the conservation of natural resources 	<ul style="list-style-type: none"> • WCI is a new organisation and has not familiarised itself with conservation stakeholders • Inadequate human capital and facilities for wider coverage • Absence of ongoing projects addressing conservation problems • Lack of formal multi-sectoral collaboration • Lack of secured funds for initial conservation activities
OPPORTUNITIES	CHALLENGES
<ul style="list-style-type: none"> • Presence of many under-researched conservation problems in ecosystems • The willingness of international funding agencies to support conservation NGOs • High demand for natural resources conservation information • Political stability and support for the private sector • Presence of favourable national policies and regulations that support wildlife conservation • Government recognition of the importance of NGOs in support of natural resources conservation 	<ul style="list-style-type: none"> • Over-dependence on external financial support • The threat of a disease pandemic that affects the availability of conservation funds • The threat of economic recession because of the ongoing Russia-Ukraine war • Effects of increased human population and activities on biodiversity sustainability • The prolonged drought that affects wildlife movement and distribution

2.6. Stakeholders' analysis

WCI will collaborate with internal stakeholders, including but not limited to management authorities (NCAA, TANAPA, TAWA and TFS), research institutions (TAFORI, TAWIRI, etc.), higher learning institutions (UDSM, SUA, NM-AIST, CAWM, etc.) and local governments. Also, WCI will collaborate with some foreign stakeholders including

higher learning institutions, research institutions, Non-Governmental Organizations (NGOs) involved in conservation (FZS, WWF, IUCN, WCS, TRAFFIC, etc.), development partners (USAID, UNEP, GEF, DFID, NORAD, FINIDA, etc.) and individual researchers.

CHAPTER THREE

3.0 VISION, MISSION, CORE VALUES AND STRATEGIC OBJECTIVES

WCI endeavours to create opportunities where local communities and wildlife can peacefully coexist for the benefit of the planet. Using a team of dedicated and motivated staff, WCI will continue to generate not only scientific but also demand-driven information to help management authorities make timely conservation actions in protecting wildlife and their habitat.

3.1 Vision

To be the leading non-governmental conservation organisation in the country.

3.2. Mission

To advance wildlife conservation and management in Tanzania by timely facilitating the provision of scientific information.

3.3. The Core Values

At **WCI**, we embrace ourselves to the highest standards, adhering to core values of;

- i. Respect: Encourage positive feelings or action towards someone or something considered important or held in high esteem or regard to stakeholders;
- ii. Accountability: Show acceptance of responsibility for honest and ethical conduct towards others when executing organisation activities;
- iii. Transparency: Undertake duties equitably, carefully, openly and responsible to stakeholders;
- iv. Innovation: Encourage inventiveness and modernism leading to improve performance and ensuring that all customers get value for money in terms of goods and services;
- v. Collaboration: Encourage a working practice whereby individuals work together for a common purpose to achieve organisational benefit;
- vi. Integrity: Strive to operate to the highest standard of competence, truthfulness and openness by providing goods and services and treating every customer and colleague as the centre of emphasis;
- vii. Diversity: Aim to celebrate and value the difference between individual's cultural, social and intellectual contributions. We seek to promote mutual understanding between groups and individuals with these differences; and
- viii. Inclusion: Encourage the state of being included or being made a part of organisation activities.

3.4 Strategic objectives, targets and key performance indicators

WCI seeks to implement four strategic objectives in the next five years i.e. from the financial year 2022/2023 to 2027/2027. They include: -

- A. Governance and national anti-corruption plans enhanced;
- B. Research and Conservation services improved;
- C. Financial resources mobilisation and management enhanced; and
- D. Institutional capacity to deliver services strengthened.

To achieve each of the above objectives, several strategies are presented. 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 as presented in the subsequent section.

3.4.1 Objective A: Governance and national anti-corruption plans enhanced

Rationale: To exercise good governance at WCI, stakeholders and staff working with the organisation must always act in the public interest. 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 organisation in the decision-making process concerning integrity, transparency and anti-corruption practices. At the same time, the objective is aimed at building the organisational capacity to respond successfully to changing legal and policy demands, as well as economic, political, and environmental changes and risks. During the plan tenure, three (3) strategies with five (5) targets will be implemented.

Strategies

- i. Adopt and develop a plan for implementation of the National Anti-corruption Strategy;
- ii. Promote good governance; and
- iii. Mainstreaming gender issues in WCI operations.

Targets

- i. The anti-corruption plan developed and operationalised by June 2027;
- ii. Women and youth participating in research activities increased from 0 to 2 by June 2027;
- iii. Ten (10) meetings of the Board of Directors conducted by June 2027; and
- iv. Thirty (30) management meetings conducted by June 2027.

Outcome Indicators

- (i) Corruption incidences non-existent;
- (ii) Women and youth involvement enhanced;
- (iii) Number of Board meetings conducted;
- (iv) Number of Management meetings convened

3.6.3 Objective B: Research and Conservation services improved

Rationale: The Wildlife Policy and WCI recognise the role of research in ensuring the sustainable conservation of biodiversity. However, the loss of natural landscapes surrounding protected areas, increasing human population, increasing human-wildlife conflicts, illegal hunting, reduced water, and feed availability, alien invasive species, diseases, and climate change compromise their future and threaten wildlife conservation. To guarantee the long-term conservation of wildlife species in human-dominated landscapes, accurate information on the status of natural landscapes and their impacts on wildlife movement and density is paramount. Therefore, it is vital to develop demand-driven wildlife research projects to help guide conservation actions. In the next five (5) years, the organisation plans to accomplish four (4) strategies with

four (4) targets as detailed below;

Strategies

- i. Enhance wildlife research undertakings;
- ii. Promote public awareness of wildlife research findings;
- iii. Improve wildlife population health; and
- iv. Promote tourism development through research.

Targets

- i. Ten (10) wildlife research projects conducted by June 2027;
- ii. Five (5) surveillance for wildlife diseases and rescue of distressed wildlife conducted by June 2027;
- iii. Five papers published in peer-reviewed journals by June 2027; and
- iv. Five (5) papers presented at scientific conferences by June 2027;

Outcome Indicators

- i. Discoveries and innovations increased;
- ii. Number of wild animals rescued;
- iii. Number of disease surveillance conducted,
- iv. Organization Citation index enhanced;
- v. Organisation ranking improved.

3.6.4 Objective C: Financial resources mobilisation and management enhanced

Rationale: Efficient execution of WCI functions depends on sustainable and sensible utilisation of available resources. WCI intends to strengthen financial and operational resource mobilisation and management through improved financial management systems, better project planning and management mechanisms, exploitation of funding and investment opportunities, and improvement of financial and procurement management systems. This will enhance financial stability, effective utilisation of available funds and smooth implementation of WCI functions. To further strengthen this objective, the following four (4) strategies and nine (9) targets will be executed;

Strategy

- i. Diversification of revenue sources;
- ii. Strengthen mechanisms for financial and operational resources mobilisation;
- iii. Initiate financial management systems; and
- iv. Enhance monitoring and evaluation.

Targets

- i. Five (5) collaborations with local and international institutions or organisations established by June 2027;
- ii. Three (3) summer programs provided by June 2027;
- iii. Ten (10) fundable projects secured by June 2027;
- iv. Five (5) contracts undertaken by June 2027;

- v. Investment plan established by June 2027;
- vi. Two (2) PPPs established by June 2027;
- vii. Compliance with finance and WCI budget guidelines attained 100% by June 2027;

Outcome Indicators

- i. Number of agreements signed,
- ii. Number of students groups facilitated
- iii. Revenue collections improved;
- iv. Copy of approved investment plan;
- v. Number of PPPs established;
- vi. Positive Audit opinion sustained; and
- vii. Performance of project implementation enhanced.

3.6.5 Objective D: Organisation capacity to deliver services improved

Rationale: Organisation capacity is a fundamental aspect of effective quality service delivery. WCI is a newly established organisation; therefore, sufficient human resources, infrastructure and research facilities are required to achieve the stated vision. This objective intends to improve the working environment and strengthen human resource capacity by undertaking four (4) strategies and sixteen (16) targets as detailed below;

Strategy

- i. Comply with government procedures
- ii. Develop human resource capacity;
- iii. Improve working environment; and
- iv. Strengthen data processing and information management.

Targets

- i. Board of Directors established and operationalised by June 2023;
- ii. The number of staff increased from 5 to 10 by June 2027;
- iii. A total of 10 staff provided with the required skills by June 2027;
- iv. Organisation’s visibility enhanced through all platforms by June 2027;
- v. Organisation email addresses created and operationalised by June 2022;
- vi. ICT system 100% established and functional by June 2027.

Outcome indicators

- i. Board meetings conducted regularly
- ii. Customer satisfaction/service delivery improved;
- iii. Website, telephone and other social meadia platforms established
- iv. Positive Audit opinion sustained; and
- v. Staff performance improved.

CHAPTER FOUR: RESULT FRAMEWORK

4.1 Introduction

The implementation of this Strategic Plan (2022/23 – 2026/27) will be the responsibility of WCI Management and staff through the main directorate and organs within. The directorate and organs will be required to prepare periodic implementation reports for management review. Annual work plans will be prepared based on the same. In particular, the preparation of WCI's consolidated annual budgets will be in line with the stated activities in this strategic plan. WCI Management will use this strategic plan as a performance and accountability tool. Individual annual performance targets are expected to be set based on specific targets for achieving the four strategic objectives.

4.2 Purpose and Structure

This chapter presents the layout of how various interventions will be implemented to achieve the organisation's purpose. It intends to outline the procedure for measuring the results envisioned in the SP 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 WCI is to 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 WCI Services

The direct beneficiaries of the organisation's services are national and international researchers, management authorities, local communities, local government authorities; Ministries; students from higher learning institutions and government institutions involved in the conservation and utilisation of natural resources. Indirect beneficiaries include but are not limited to the general public; national and international development partners; faith-based organisations and civil societies.

4.5 Linkage with National and International Planning Frameworks

The Strategic Plan (2022/23–2026/27) has four objectives that have considered the 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 ruling party election Manifesto (2020 – 2025); Presidential Speech during the inauguration of the 12th 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. WCI will implement relevant activities and programmes to contribute to the vision by generating knowledge and technologies for the development,

conservation, management and sustainable utilisation of wildlife; strengthening research and management capacity; dissemination of wildlife research findings; and strengthening linkages and partnerships with other stakeholders.

4.5.2 Sustainable Development Goals (SDGs)

Sustainable Development Goals (SDGs) emphasise Ending Poverty (Goal 1); Ensure Healthy lives and promoting well-being (Goal 3); Decent Work and Economic Growth (Goal 8); and Life on Land (Goal 15). WCI contributes to the achievement of these goals through the provision of scientific information, which ultimately guides conservation actions and, hence, contributes to socio-economic development and the sustaining of ecosystem services.

4.5.3 The CCM Election Manifesto (2020 – 2025)

Pages 8, 13, and 139 of the Manifesto emphasise strengthening research institutions, science, technology and vocational training institutions to enable them to contribute effectively to the economy. Furthermore, the Manifesto pledges to train Tanzanians in renowned universities abroad in science, medicine, technology, and other needy areas to strengthen discoveries and innovations that will bolster the national economy. While pages, 69 and 71 emphasise increasing the number of tourists through diversification and development of tourist products, page 157 of the Manifesto emphasises strengthening collaborations between security organs and research institutions in the country. Further, the Manifesto insists on improving the management of natural resources to increase its contribution to socio-economic development and environmental protection. Thus, WCI endeavours to contribute to addressing some of the Manifesto's objectives through implementing 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 between the various elements within the chain. Inputs (utilisation of resources) will lead to implementing activities that will contribute to achieving desired outputs and thus, the objectives. Further, achieving development objectives in the medium term will contribute to achieving sectoral policies. Therefore, this chain of results will justify the use of resources in the various interventions and thus contribute to the development of the country at large.

4.7 Result Framework Matrix

The Result Framework Matrix contains the overall development objective, objective codes, intermediate outcomes and outcome indicators. It highlights how development objectives will be achieved and how outcomes will be measured. The indicators in the matrix track progress to the achievement of the intermediate outcomes (Table 2).

Table 2: Result Framework Matrix

Development objective	Objective codes	Objectives	Intermediate outcome	Outcome Indicators	
The overall objective of WCI is to conduct wildlife research as well as disseminate timely and quality scientific information	A	Good governance and national anti-corruption plans enhanced	Corruption incidences maintained at zero	(i) Corruption incidences non-existent; (ii) Women and youth involvement enhanced; (iii) Number of Board meetings conducted; (iv) Number of Management meetings convened	
			Improved women and youth contribution to research		
	B	Wildlife Research and contracts undertaking improved	Increased number of discoveries and innovations		i. Discoveries and innovations increased; ii. Number of wild animals rescued; iii. Number of disease surveillance conducted, iv. Organization Citation index enhanced; v. Organisation ranking improved.
			Increased number of citation indices		
			Increased ranking level		
			Increased number of wildlife research projects		
	C	Financial resources mobilisation and management enhanced	Increased revenue generation	i. Number of agreements signed, ii. Number of students groups facilitated iii. Revenue collections improved; iv. Copy of approved investment plan; v. Number of PPPs established;	
			Unqualified Audit opinion		
			Increased project implementation performance		

Development objective	Objective codes	Objectives	Intermediate outcome	Outcome Indicators
				<ul style="list-style-type: none"> vi. Positive Audit opinion sustained; and vii. Performance of project implementation enhanced.
	D	Organisational capacity to deliver services improved	<ul style="list-style-type: none"> Increased customer satisfaction/service delivery level Increased human resource capacity Increased number of projects 	<ul style="list-style-type: none"> i. Board meetings conducted regularly ii. Customer satisfaction/service delivery improved; iii. Website, telephone and other social media platforms established iv. Positive Audit opinion sustained; and v. Staff performance improved.

4.8 Monitoring, reviewing and evaluating the plan

This sub-section presents a monitoring plan, planned reviews and evaluation plan for the period 2022/23 to 2026/27.

4.8.1 Monitoring Plan

Activities for the implementation of the SP shall be monitored periodically to ensure that they are executed accordingly. The directorate/organs shall continuously strive to identify deviations from the plan and devise workable mitigation measures in time to avoid poor performance on some targets. The outcomes of interventions shall be evaluated and reported accordingly. Quarterly and annual performance reports from various sections outlined in the WCI organogram shall be used to assess the level of achievement of each target in the annual work plan in relation to the SP. Other methods shall include site visits, consultative meetings and worker's 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, and tracking of the indicators will be made quarterly (Appendix 1).

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 3.

Table 3: Review Meetings

S/N	Type of Meeting	Frequency	Designation of the Chairperson	Participants
1.	Board	Quarterly	Board chairperson	Board Members
2.	Management	Monthly	Chief Executive Officer	Director of CP, Managers
3.	Staff	Semi-annually	Chief Executive Officer	All staff
4.	Directorate and section meetings	Quarterly	Director of CP, Managers	All staff in the respective areas

S/N	Type of Meeting	Frequency	Designation of the Chairperson	Participants
5.	Administrative Staff	Quarterly	Human Resources Manager	Administrative Staff
6.	Disciplinary	Quarterly	Chief Executive Officer	Director of CP, Managers
7.	Quality Control and Assurance Committee	Quarterly	Chairperson	Members
8.	Research and Publications Committee	Quarterly	Chairperson	Members
9.	Internal Audit (entrance and Exit Meetings)	Quarterly	Chief Executive Officer	Management and Auditors
10.	External Audit (Entrance and Exit Meetings)	Annually	Chief Executive Officer	Management and Auditors
11.	Budget Committee	Annually	Chief Executive Officer	Committee Members

4.8.4 Planned Milestone reviews

Twelve (12) formal reviews will be conducted during the SP period (Appendix 2). The reviews will be tracking progress on the implementation of the milestones and targets on a semi-annual and annual basis. A total of 71 milestones will be involved during the strategic plan's lifespan.

During the first, second and fourth years (2022/23, 2022/23 & 2024/25), two reviews that involve 68, 57, and 59 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 realised as well as assess 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 plan implementation process.

During the third and fifth years (2023/24 & 2026/27), 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 57 and 59 milestones will be assessed respectively. During the fifth year, the focus will be on determining the extent of achievement of planned targets over the five years. The review will also assess to what extent the achieved targets have contributed towards achieving five years' outcomes. This review will identify the issues, challenges, and lessons learned over the past five years as a basis for the next plan. The specific planned reviews, milestones, timeframes, and persons responsible 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 4.

Table 4: Rapid Appraisal

S/N	Appraisal type	Description of study intention	Appraisal Questions	Methodology	Frequency	Responsible person
1.	Capacity assessment	To provide basic information on WCI's capability to deliver services	<ul style="list-style-type: none"> i. What is the working capability of WCI? ii. What is the current financial position of WCI? iii. What is the status of research and consultancies conducted? iv. What is the current status of employees in terms of adequacy, qualifications, men, women and youth ratio and their performance? v. What are the WCI's current skills status in terms of mobilising, managing and implementing research projects? vi. What are the basic working facilities required and to what extent staff are equipped with basic working facilities/tools? 	Survey Desk review	Annually	CEO and DCP
2.	Availability of statistics	To determine available data and data management systems	<ul style="list-style-type: none"> i. How independent data management systems are there at WCI? 	Survey Desk review	Annually	DCP

S/N	Appraisal type	Description of study intention	Appraisal Questions	Methodology	Frequency	Responsible person
	and information		<ul style="list-style-type: none"> ii. What is the essence of each established data management system? iii. To what extent do the available data management systems satisfy the requirements? iv. How robust are the available data management systems? 			
3.	Status of research ad mechanism to guide research	To determine the status and mechanisms to guide research	<ul style="list-style-type: none"> i. What is the status and mechanisms of guiding wildlife research? ii. Are the existing frameworks enough to guide wildlife research? iii. Are the existing frameworks adequately developed? iv. Are existing frameworks up to date? 	Survey Desk review	Annually	DCP

4.8.6 Evaluation Plan

The evaluation plan will be used to collect and analyse statistics and generate information to answer questions about the progress made in implementing the plan. It also assesses the long-term achievement of the plan. In the 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 the extent to which the interventions and outputs achieved have led to the achievement of the outcomes (Table 5).

Table 5: Evaluation Plan Matrix

SN	Assessment focus	The intention of the evaluation	Evaluation Questions	Methodology	Time frame	Responsible
1.	Tracking progress on the implementation of WCI planned activities	Assess the achievement of planned activities/objectives	<ul style="list-style-type: none"> 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 2027	DCP
2.	Impact of initiatives conducted to enhance wildlife research and consultancies	Assess the extent of improvement in wildlife research and consultancies	<ul style="list-style-type: none"> 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 2027	DCP
3.	Research Development	Assess the extent of research development	<ul style="list-style-type: none"> i. What is the status of research development initiatives? ii. To develop 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 2027	DCP
4.	Financial resources mobilisation and management	Assess the capacity of WCI to mobilise and manage resources	<ul style="list-style-type: none"> i. What is the status of the implementation of WCI the plan? ii. Are all planned interventions implemented? If not why? 	Review reports; Direct observation	July 2022 – June 2027	DCP

			<ul style="list-style-type: none"> iii. What is the amount of funds accrued? iv. Is there an efficient financial management system? v. What is the level of compliance with the Financial, Budget and Procurement guidelines? vi. What is the status of the WCI procurement annual evaluation score and Audit opinion? vii. What is the performance of implemented projects? 			
5.	Institutional capacity to deliver services	Assess the WCI capacity to deliver services	<ul style="list-style-type: none"> i. Does WCI has an adequate number of staff? If the answer is no, what is the strategy for ensuring that staff are adequately made available? ii. Does the organisation staff have adequate working skills? If the answer is no, what is the plan to ensure that staff are equipped with adequate working skills? iii. To what extent the clients are satisfied with the service delivered? 	Review management reports	July 2022 – June 2027	DCP
6.	Management and access to	Assess the accessibility and reliability of the	<ul style="list-style-type: none"> i. Is there any data management system established at WCI? 	Review reports; Direct observation	July 2022 – June 2027	DCP

	reliable information	available information	<ul style="list-style-type: none"> ii. Are the established management systems linked to the ministry system? iii. What is the level of accessibility of statistics and information in the sub-sector? iv. Are the existing statistics improving the performance of the sub-sector? 			
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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 in different areas. The rationale for communicating the plan is to create ownership and thus breeding grounds for its smooth implementation at all levels. Communication of the Plan will be done at different levels. At the top management level, the Executive Director will share the plan with the Director of Research and Planning as well as other organs. Also, the Executive Director will tie specific responsibilities to each vote holder to achieve respective annual targets. At another level, the Director of Research and Planning and Managers will be responsible for communicating the Plan to their subordinates at all levels. The process will be carried out carefully to make each employee in each section aware and responsible for achieving specific annual targets.

4.10 Reporting plan

This sub-section details the internal and external reporting plan of WCI 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 the Executive Director and Management for consideration and approval. The reports will be prepared monthly, quarterly, semi-annual, annual or on-demand. The Reporting Plan is shown in Table 6.

Table 6: Internal Reporting Plan

S/N	Type of Report	Recipient	Frequency	Presenter
1.	Directorate and Managers Reports	Chief Executive Officer (CEO)	Monthly	Director and Managers
2.	Progress Report	CEO	Quarterly	DCP; Managers
3.	Activity report	CEO	On-demand	Staff
4.	Monitoring report	Management	Quarterly	CEO
5.	Evaluation report	Management	Annually	DCP; Managers
6.	Internal auditing	CEO	Quarterly	DCP; Managers
7.	Performance report on research, finance and human capital management, and Audit	Committees of Board of Directors (RPC, AFC & AC)	Quarterly	CEO
8.	Consolidated Quarterly Performance report	Board of Directors	Quarterly	CEO
9.	Consolidated Annual Performance Report	Board of Directors	Annually	CEO

4.10.2 External Reporting Plan

This plan will involve the 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 (CAG), 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 7.

Table 7: External Reporting Plan

S/N	Type of Report	Recipient	Frequency	Responsible
1.	MTEF report	Board Chairperson	Annually	CEO
2.	Financial Statements	Registrar	Annually	CEO
3.	Annual Performance Reports	Registrar	Annually	CEO
5.	External Audit Reports	Public	Annually	CEO
6.	Mid-term Review	Stakeholders	Midterm	CEO
7.	Five-Years Outcome Reports	Stakeholders	Terminal	CEO

4.11 Relationship between result framework, result chain, Monitoring and Evaluation and Reporting arrangements

Level 1- Inputs

The first level of the Result Framework tracks the allocation and use of resources in 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 timeliness 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 Result Framework tracks the attainment of outputs and their attributes to services delivered to clients. The outputs at this level will be measured by output indicators and milestones. Data collection and analysis will be done annually and reported on an 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 WCI 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, and mid-year or five-year 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.

LIST OF APPENDICES

Appendix 1: 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.	Corruption incidences	Count the number of people victimised by corruption in the organisation annually	2022	NA	To be determined	To be determined	To be determined	To be determined	To be determined	WCI	Desk Review	Annually	Ethics committee reports	Annually	DCP; HR Manager
2.	Status of livelihood of women and youth	Determine the income of women and youth accrued from research initiatives	2022	NA	To be determined	To be determined	To be determined	To be determined	To be determined	WCI	Survey	Annually	Gender mainstreaming reports	Annually	DCP; HR Manager
3.	Discoveries and innovations	Count the number of discoveries and innovations	2022	NA	To be determined	To be determined	To be determined	To be determined	To be determined	WCI	Desk Review	Annually	Annual reports	Annually	DCP
4.	Citation index	Count the number of citation indices	2022	NA	To be determined	To be determined	To be determined	To be determined	To be determined	Search engines	Desk Review	Annually	Annual reports	Annually	DCP
5.	Research and development institutions ranking	Position of the organisation in the organisation rankings	2022	NA	To be determined	To be determined	To be determined	To be determined	To be determined	Registrar	Desk Review	Annually	Annual reports	Annually	DCP
6.	Collaborative projects	Counting the number of	2022	NA	To be determined	To be determined	To be determined	To be determined	To be determined	WCI	Desk Review	Annually	Annual reports	Annually	DCP

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			
		collaborative projects													
7.	Revenue collections	Amount of funds received each year	2022	NA	To be determined	To be determined	To be determined	To be determined	To be determined	WCI	Desk Review	Annually	Annual reports	Annually	DCP; Finance Manager
8.	Audit reports and opinion	Examine the audit opinion secured by the organisation	2022	NA	To be determined	To be determined	To be determined	To be determined	To be determined	WCI	Examination/observation	Annually	Audit reports	Annually	DCP; Finance Manager
9.	Performance of projects implementation	Examine performance project implementation	2022	NA	To be determined	To be determined	To be determined	To be determined	To be determined	WCI	Examination/observation	Annually	PPRA reports	Annually	DCP; HR Manager
10.	Customer satisfaction/service delivery	Assess the level of certification to services provided to researchers	2022	NA	To be determined	To be determined	To be determined	To be determined	To be determined	WCI	Survey	Annually	Annual reports	Annually	DCP
11.	Audit opinion	Examine the audit opinion secured by the organisation	2022	NA	To be determined	To be determined	To be determined	To be determined	To be determined	WCI	Examination/observation	Annually	Audit reports	Annually	DCP
12.	Collaborative projects	Count the number of collaborative projects conducted each year	2022	NA	To be determined	To be determined	To be determined	To be determined	To be determined	WCI	Desk Review	Annually	Annual reports	Annually	DCP

Appendix 2: Plan Milestone

Planned review	Target	Milestone	Timeframe					Responsible
			2022/23	2022/23	2023/24	2024/25	2026/27	
	The anti-corruption plan developed and operationalised by June 2027	Identify plan layout						
		Develop a draft plan and discuss it amongst the WCI community						
		Finalise and operationalise the plan						
	Women and youth participating in research activities increased from 0 to 2 by June 2027	Identify potential women and youth when vacancies arise						
		Interview and engage suitable candidates when funds become available						
	Ten meetings of the Board Conducted by June 2027	Constitute board members and engage						DCP
		Two board meetings are held yearly	✓		✓		✓	
	Thirty Management meetings conducted by June 2027	Constitute WCI management and engage	✓	✓	✓	✓	✓	
		One management meeting is held monthly	✓	✓	✓	✓	✓	
	Five (5) wildlife research projects/programs develop and implemented by June 2027	Gaps in knowledge identified	✓	✓	✓	✓	✓	DCP
		Two (2) proposals developed and submitted for funding considerations per year	✓	✓	✓	✓	✓	
		Funded research projects Implemented	✓	✓	✓	✓	✓	
	Five (5) Wildlife disease monitoring, investigations and control conducted by June 2027	Fundraise for disease monitoring, investigation and control in areas of interest	✓	✓	✓	✓	✓	
		Undertake monitoring, investigation and control in the areas of interest	✓	✓	✓	✓	✓	

Planned review	Target	Milestone	Timeframe					Responsible
			2022/23	2022/23	2023/24	2024/25	2026/27	
	Five (5) papers published in peer-reviewed journals by June 2027	Five manuscripts submitted to various journals/ publishers	✓	✓	✓	✓	✓	DCP
	Five (5) papers presented at scientific conferences by June 2027	Five scientific papers presented at scientific conferences	✓		✓		✓	DCP
		Five manuscripts submitted to conference proceedings	✓		✓		✓	
	Establish Five (5) collaborations with local and international institutions or organisations established by June 2027	Identify potential candidates and engage	✓	✓	✓	✓	✓	
		Develop and operationalise MoUs	✓	✓	✓	✓	✓	
		Develop collaborative activities and implement	✓	✓	✓	✓	✓	
	Two (2) summer programs provided by June 2027	Potential High Learning Institutions identified	✓	✓	✓	✓	✓	
		MoUs developed and operationalised	✓	✓	✓	✓	✓	
	Five (5) consultancies provided by June 2027	Consultancies acquired from clients and implemented	✓	✓	✓	✓	✓	
	Two (2) PPPs established by June 2027	Potential private partners identified	✓	✓	✓	✓	✓	
		MoUs with potential private partners signed	✓	✓	✓	✓	✓	
		Potential private partners engaged	✓	✓	✓	✓	✓	
	Compliance with finance and budget Acts attained 100% by June 2027	Develop relevant manual and operationalise	✓	✓	✓	✓	✓	
		Response to auditors' queries prepared	✓	✓	✓	✓	✓	
		Four quarterly and annual financial reports prepared	✓	✓	✓	✓	✓	

Planned review	Target	Milestone	Timeframe					Responsible
			2022/23	2022/23	2023/24	2024/25	2026/27	
	Organisation plans and budgets are prepared and monitored annually by June 2027	Directorate and organ engaged	✓	✓	✓	✓	✓	
		organisation annual plans and budgets prepared	✓	✓	✓	✓	✓	
		One inventory of physical resources carried out	✓	✓	✓	✓	✓	
	Organization TIN acquired by June 2022	Collate the required application materials	✓	✓	✓	✓	✓	
		Make formal application to TRA	✓	✓	✓	✓	✓	
		Collect TIN and operationalise	✓	✓	✓	✓	✓	
	Office working space, facilities, and utilities provided by June 2024	Needs assessment conducted	✓	✓	✓	✓	✓	
		Working space/facilities provided	✓	✓	✓	✓	✓	
	Board of Directors formulated and operationalised by June 2023	Identify and engage potential board members	✓	✓	✓	✓	✓	
		Collate the required credentials from potential members	✓	✓	✓	✓	✓	
		Appoint and engage them in relevant matters	✓	✓	✓	✓	✓	
		Undertake planned board meetings	✓	✓	✓	✓	✓	
	The number of staff increased from 5 to 10 by June 2027	Needs assessment conducted	✓	✓	✓	✓	✓	
		Five (5) staff recruited	✓	✓	✓	✓	✓	
	A total of 10 staff assessed annually by June 2027	Performance for 10 staff assessed	✓	✓	✓	✓	✓	
A total of 10 staff provided with the required skills by June 2027	Training needs assessment conducted	✓	✓	✓	✓	✓		
	Required skills to five (5) staff provided	✓	✓	✓	✓	✓		

Planned review	Target	Milestone	Timeframe					Responsible
			2022/23	2022/23	2023/24	2024/25	2026/27	
	Staff statutory requirements maintained at 100 percent by June 2027	Entitled staff identified	✓	✓	✓	✓	✓	
		Statutory requirements provided	✓	✓	✓	✓	✓	
	Organisation bank account acquired by June 2022	Identify signatories and collate the required documents	✓	✓	✓	✓	✓	
		Fill out the required application form	✓					
		Submit the application form and associated documents	✓					
		Acquire bank account number and operationalise	✓					
	Organisation visibility enhanced by June 2027	Prepare and operationalise the organisation's website	✓	✓	✓	✓	✓	
		Prepare and operationalise the organisation's social media platforms (Instagram, Facebook, Twitter, Email addresses, etc.)	✓	✓	✓	✓	✓	
	Organisation logo established by June 2022	Identify and engage a professional designer	✓	✓	✓	✓	✓	
		Provide T.O.R to the identified designer	✓	✓	✓	✓	✓	
		Provide input to the output from the designer	✓	✓	✓	✓	✓	
		Approve and operationalise the logo	✓	✓	✓	✓	✓	
	Security services 100% maintained by June 2027	Potential security entities identified			✓	✓	✓	
		Qualified security entities procured			✓	✓	✓	
		Identify and engage a professional designer	✓	✓	✓	✓	✓	

Planned review	Target	Milestone	Timeframe					Responsible
			2022/23	2022/23	2023/24	2024/25	2026/27	
	Organisation stamp designed and operationalised by June 2027	Provide T.O.R to the identified designer	✓	✓	✓	✓	✓	
		Provide input to the output from the designer	✓	✓	✓	✓	✓	
		Approve and operationalise stamp	✓	✓	✓	✓	✓	
	Organisation payment documentation system established by June 2027	Identify and engage a professional designer	✓	✓	✓	✓	✓	
		Provide T.O.R to the identified designer	✓	✓	✓	✓	✓	
		Provide input to the output from the designer	✓					
		Approve and operationalise documents	✓					
	ICT system 100% established and functional by June 2027	Infrastructure requirements identified	✓					ICT
		Infrastructure installed	✓					
Infrastructure maintained		✓	✓	✓	✓	✓		