



Community Wildlife Management Areas Consortium

STRATEGIC PLAN 2024-2028



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Letter From Chief Executive Officer

I am thrilled to announce our five-year strategic plan for 2024-2028, making a pivotal phase of growth and impact for the Community Wildlife Management Areas Consortium (CWMAC) as the apex body for all Authorised Associations managing Wildlife Management Areas (WMAs) in Tanzania. CWMAC remains committed to strengthening Authorised Associations to ensure communities manage and benefit from sustainable conservation of natural resources. The significance of WMAs in empowering communities, conserving natural resources and promoting sustainable wildlife management cannot be overstated. WMAs are more than just about conserving wildlife, but also nurturing communities and fostering a harmonious relationship between people and nature.

In this Strategic Plan 2024 - 2028, our overarching vision is to witness communities fully managing and benefiting from the sustainable conservation of natural resources. Our mission focuses on empowering WMAs in Tanzania for sustainable management and utilization of natural resources, thereby improving community livelihoods. This will not only support our WMAs to achieve their long-term goal of becoming an integral part of ecosystem health and livelihood improvement but also support the implementation of a recently endorsed National WMAs Strategy (2023-2033).

We have made significant strides in wildlife conservation, community engagement, and economic development. Over the next 5 years, our work will continue to ensure that WMAs are effectively governed, supported by responsive national policies, and equipped with conservation business opportunities and models for increased income to communities and equitable benefit distribution. Every action we will take to support the growth of WMAs, whether through policy advocacy, capacity-building

initiatives, or fostering partnerships, will contribute significantly to the preservation of Tanzania's natural heritage and the enhancement of livelihoods.

This strategic plan is a culmination of collective effort, expertise, and thought partnership from the WMAs, CWMAC Executive Committee, government institutions, partners and stakeholders who have invested time and expertise in the development of this strategic plan - a roadmap that will guide us to success. I would like to express our heartfelt gratitude to all the institutions, organisations and individuals that supported and contributed to the development of this strategic plan.

This strategic plan 2024 -2028 presents collective commitment to foster growth and sustainability of WMA in Tanzania. We call on you to join us in this exhilarating journey towards a sustainable future for Tanzania's wildlife and communities by actively participating, aligning efforts, and working collaboratively. Your unwavering support, commitment, and passion are vital to our collective efforts in community conservation.

Thank you for being an integral part of this journey.

Yours in Community Conservation,

**Mohamed Kamuna, Chief Executive Officer,
Community Wildlife Management Areas Consortium.**



Executive Summary

Community Wildlife Management Areas Consortium (CWMAC), a community-based organisation is the apex body for all Authorised Associations managing Wildlife Management Areas (WMAs) in Tanzania that advises, supports, and facilitates capacity building of WMAs. It serves as the collective voice for its members. A WMA is a community-based conservation approach in Tanzania that enables communities to manage and fully benefit from wildlife on their land by devolving responsibilities and promoting conservation management at the village level. Tanzania currently has 37 WMAs established, 22 with Authorised Association (AAs) status. CWMAC is mandated to operate within the Wildlife Conservation Act (2009) framework and Wildlife Management Areas Regulations (2012).

CWMAC has achieved significant milestones in its mission to drive the growth and sustainability of WMAs in Tanzania. Through strategic direction, collaborative efforts with partners and AAs, effective implementation of interventions, and targeted advocacy, CWMAC has made notable contributions to wildlife conservation, community engagement, and economic development. With a focus on strong governance, inclusive participation, and adaptive management practices, CWMAC has successfully established itself as a strong voice for WMAs in promoting responsible wildlife management and fostering coexistence between communities and wildlife.

WMAs in Tanzania are currently facing limitations, both internal and external, preventing them from fully realising their potential in conservation and livelihood development. Internally, numerous WMAs encounter challenges related to inadequate governance structures, undermining their effectiveness and hindering overall growth. Many struggle with

inefficiencies in their operations, necessitating a more streamlined and effective approach. CWAMC believes that sustainable conservation of Tanzania’s natural resources hinges on the active involvement of local communities in managing and directly benefiting from wildlife and resources. To facilitate this, it is imperative to establish robust and well-managed community institutions that efficiently promote conservation practices for the community’s welfare.

The overarching vision of CWMAC is to see communities fully manage and benefit from the sustainable conservation of natural resources. CWMAC’s mission is to enable WMAs in Tanzania to manage and sustainably utilise natural resources to improve community livelihoods.

Over the next five years, CWMAC will focus on the following goals:

- Goal 1:** WMAs are effectively governed and well managed.
- Goal 2:** National policies recognise and support WMAs in Tanzania, creating an enabling environment for their sustainable growth and development.
- Goal 3:** WMAs have increased revenue and investment for equitable benefits to communities.
- Goal 4:** A resilient and effective CWMAC that drives WMA growth in Tanzania.

In implementing this strategy, a strong consortium of well-managed and well-governed WMAs, supported by a conducive and responsive policy environment will ensure the equitable distribution of benefits, empowered communities in Tanzania to effectively manage and sustainably utilise natural resources.

List of Acronyms

AA	Authorised Associations
AAC	Authorised Associations Consortium
ANBT Platform	Africa Nature-Based Tourism Platform
BoT	Board of Trustees
CBNRM	Community Based Natural Resource Management
CBC	Community Based Conservation
CBO	Community Based Organisation
CEO	Chief Executive Officer
CLN	Conservation Leadership Network
CWMAC	Community Wildlife Management Areas Consortium
CWMA Trust Fund	Community Wildlife Management Area Trust Fund
DNRAB	District Natural Resources Advisory Body
ExCo	Executive Committee
GM	General Meeting
HWC	Human-Wildlife Coexistence
KDU	Kikosi Dhidi Ujangili (anti-poaching unit)
KWCA	Kenya Wildlife Conservancies Association
MEL	Monitoring, Evaluation and Learning
MNRT	Ministry of Natural Resources and Tourism
NCAA	Ngorongoro Conservation Area Authority
NCONGO	Ngamiland Council of Non-Government Organizations
SADC	Southern Africa Development Community
TANAPA	Tanzania National Parks
TAWA	Tanzania Wildlife Authority
TFS	Tanzania Forest Services
TRA	Tanzania Revenue Authority
TAWIRI	Tanzania Wildlife Research Institute
TZS	Tanzanian Shillings
USAID	United States Agency for International Development
USD	United States Dollar
VGS	Village Game Scouts
WCS	Wildlife Conservation Society
WMA	Wildlife Management Area
WWF	World Wide Fund for Nature

About CWMAC

CWMAC is an umbrella organisation for all Authorised Associations (AAs) that manage Wildlife Management Areas (WMAs) in Tanzania. Established in 2010 and registered under the Societies Act Cap 337 (RE.2002) with Registration Number S.A.16619 to bring together Wildlife Management Areas across Tanzania to share knowledge and resources and advocate for policies supporting community-led conservation efforts. In addition, CWMAC serves as a platform for information and best practices sharing for collective action on policy and governance issues across WMAs and for linking WMAs with other civil society networks, organisations, development partners, and private investors. The consortium drives awareness, participation, and advocacy, as well as engagement, cohesion, and collaboration across various stakeholders and institutions.



Background

Tanzania's Wildlife Management Areas (WMAs) represent a community-based conservation approach that enables communities to manage and benefit from wildlife conservation. WMAs were established by the Wildlife Policy of Tanzania (2007), setting out new objectives for community engagement in wildlife conservation outside national protected areas. Recognizing a need to maintain habitat connectivity and ecosystem integrity, and to promote partnerships in conservation, a key premise of the policy is that wildlife management outside protected areas should be devolved to rural people and the private sector, leading to more involvement at the local level.

Three main objectives for engaging local communities in wildlife conservation and management were outlined. These include:

- Promoting wildlife conservation outside core protected areas by creating WMAs;
- Enabling local communities to manage WMAs;
- Creating an enabling environment that ensures wildlife conservation directly benefits local communities.

In 2007, sixteen pilot WMAs were gazetted, inaugurating the model across the country. In order to achieve the envisaged principles of devolved management, local-level community-based organisations (CBOs) called Authorised Associations (AAs) were established to manage WMAs on behalf of the member villages that comprise a WMA. The procedures and guidelines for establishing and managing WMAs are outlined in the Wildlife Management Areas Regulations 2018 and their amendments of 2019.

Wildlife Management Areas in Tanzania

A Community Wildlife Management Area (WMA) is a community-based conservation approach in Tanzania that emerged during the reform process in the 1990s. The system enables communities to manage and fully benefit from wildlife on their land by devolving responsibilities and promoting conservation management at the village level. Each WMA can encompass multiple villages, as these WMAs often cover extensive geographic areas. A village, in this context, represents a community consisting of approximately 500 to 3,000 residents.

These villages are administered by lower-level local government units and are structured around a village assembly, which plays a central role in the governance and decision-making processes within the community. Through WMAs, communities obtain the power to protect and manage wildlife resources and better manage their land through recognised user rights.

This approach provides the best hope for conserving wildlife outside protected areas while enhancing rural economic development. WMAs

are designated to foster stronger relationships between people and wildlife, and villages that comprise WMAs receive income from wildlife-based tourism revenues that are used to support social development. Critically important wildlife corridors, dispersal areas, and other essential zones are protected through the WMA approach.

For communities to benefit from wildlife, WMAs support a number of revenue generation activities, such as ecotourism and sport hunting. These are important contributions to local livelihoods, and as a result human-wildlife conflict and poaching has reduced in some areas as communities see more value in wildlife. This in turn sustains important wildlife populations.

WMAs have created employment for many people. They are also the reason that many people in these areas are able to afford basic necessities such as healthcare and education. Looking forward, there are additional opportunities to increase the revenue and community benefits through WMAs, such as through carbon projects.



What is an Authorised Association?

An Authorised Associations (AAs) is a community-based organisation or an entity that is officially recognized and empowered to manage and oversee Wildlife Management Areas (WMAs) in Tanzania. These associations play a crucial role in the sustainable management of natural resources and wildlife within their designated areas.

To attain AA status, communities initiate the process by submitting an application to the Ministry of Natural Resources and Tourism. Subsequently, the ministry conducts on-site visits to assess whether they meet all the criteria necessary to obtain AA status. Communities that meet the qualifications are officially granted AA status, signifying their authorization to manage and oversee WMAs. AAs are typically composed of

local community members who live in or around WMAs and have a vested interest in their conservation and development.

They are responsible for making decisions related to the utilisation of natural resources, land-use planning, and various other activities within the WMAs. AAs work in collaboration with government authorities, non-governmental organisations, and other stakeholders to ensure the responsible and sustainable management of wildlife and the equitable distribution of benefits to local communities. Their involvement helps foster community engagement, ownership, and empowerment in conservation efforts.

Timeline/History

1998	Wildlife Policy of Tanzania following the poaching crisis of the 1990s that introduced WMAs into national policy for the first time.
2002	First WMA Regulation
2005	First 16 Pilot WMAs established within two years Revised WMA Regulations First 11 WMAs gazetted
2007	Revision of the 1998 Wildlife Policy Tanzania First National WMA Evaluation Report
2009	Wildlife Conservation Act enacted
2010	Formation of the CWMAC, formerly Authorised Association Consortium with support from WWF Tanzania through USAID Funding
2011	Categorization of Hunting Blocks in WMAs in Tanzania
2012	First assessment on the performance of the first 16 pilot WMAs
2014	First WMA Implementation Strategy developed (2014 - 2019)
2016	WMA Training Needs Assessment WMA Guidelines, Indicators and Monitoring Plans for WMA
2017	WMA Performance Assessment Tool developed
2018	Second revision of the WMA Regulations (2012)
2020	37 WMAs established so far, 22 with Authorised Association (AAs) status
2023 - 2033	Second WMA Implementation Strategy Developed [2023 - 2033]



The Role of CWMAC

CWMAC is a community-based organisation that advises, supports, and facilitates capacity building of WMAs in Tanzania, and acts as a platform and collective voice for its members. In 2010, with support from USAID through the World Wide Fund for Nature (WWF), fourteen (14) founding AAs (Burunge, Enduimet, Ikona, Ipole, Jukumu, Magingo, Makame, Makao, Mbarang’andu, Nalika, Mungata, Mbomipa, Uyumbu and Wami-mbiki) agreed to establish the Authorised Associations Consortium (AAC), which later became the Community Wildlife Management Areas Consortium (CWMAC). CWMAC is an apex body for all Authorised Associations managing WMAs in Tanzania. In Swahili, the association is known as **“Muungano wa Jumuiya za Hifadhi ya Wanyamapori Tanzania.”**

CWMAC is mandated to operate within the Wildlife Conservation Act (2009) framework and Wildlife Management Areas Regulations (2012). The main objective of the CWMAC is to support WMAs by providing services to AA members and across Tanzania.

The objectives of the CWMAC include:

1. Support conservation and sustainable utilisation of natural resources in the respective community WMAs;
2. Fundraise and establish procedures for using financial resources to improve social services such as schools, infrastructure, and hospitals in member WMAs;
3. Provide advisory services to AAs, such as for the planning of development projects, marketing research, and the control of illegal offtake of natural resources;
4. Liaise with government, non-governmental organisations, and the private sectors on all issues that affect its members;
5. Deal with issues related to licences, permits, and fees for natural resource-based investments and business;
6. Ensure productive relationships with government, NGOs, and other institutions working with member AAs;
7. Create an enabling environment for tourism and hunting activities in community WMAs;
8. Promote law enforcement and ensure the rule of law in all member WMAs;
9. Deal with all other issues for the benefit of its members but in compliance with existing policies and legislation.

CWMAC delivers a platform for information sharing, spreading best practices, and catalysing collective action on policy and governance issues across all community WMAs. It also acts as an important linkage between WMAs and other civil society networks, organisations, development partners, and private investors. Through CWMAC, consortium members work together and share experiences and resources for collective benefit.

CWMAC Growth Timeline

Year	Key Milestone
2010	CWMAC established; formerly known as the Authorised Association Consortium (AAC) that was founded by 14 registered Authorised Associations
2012	WMAs Regulations revised; provided WMAs with greater authority to advertise their photographic and hunting blocks among other things
2014	Joined and gained support from PAMOJA TWAJENGE, a USAID-funded institutional strengthening program
2015	First CWMAC Strategic Plan developed Organisational assessment completed and CWMAC constitution reviewed
2016	CWMAC, in collaboration with MNRT, organised the first ever WMA Dialogue Workshop in Arusha, Tanzania The government revised the non-consumptive tourism regulations which increased the revenue sharing percentage to WMAs from 65% to 70%
2018	WMAs Regulations revised, clarifying the establishment and functions of CWMAC
2019	The WMAs Regulations amended to establish the CWMA Trust Fund
2020	The Finance Act was revised, stipulating that the Tanzania Revenue Authority (TRA) would collect tourism-related revenue. This slowed down the flow of financial benefits, taking 9 months before revenue was remitted back to the WMAs.
2022	CWMAC signed an MoU with Honeyguide to work collaboratively on fundraising and support to WMAs
2023	In partnership with Honeyguide Foundation, CWMAC secured three years of funding from the European Union (KUWA Project) CWMAC focusing on institutional strengthening through partnership with Maliasili



Where we work

CWMAC supports WMAs that have already been established by acquiring AA status, and also those that have been formed but have not yet acquired the AA status. Our presence is nationwide, and the potential and scale of what can be achieved by these WMAs for wildlife conservation and habitat connectivity in Tanzania is immense.

The consortium will play a pivotal role in facilitating the growth of WMAs. Through collaborative efforts, the consortium conducts comprehensive assessments, helps develop management plans, and supports the implementation of conservation initiatives to ensure the long-term protection of these valuable ecosystems. By engaging local stakeholders, raising awareness, and mobilising resources, the consortium helps secure important conservation areas through WMAs.

WILDLIFE MANAGEMENT AREAS OF TANZANIA

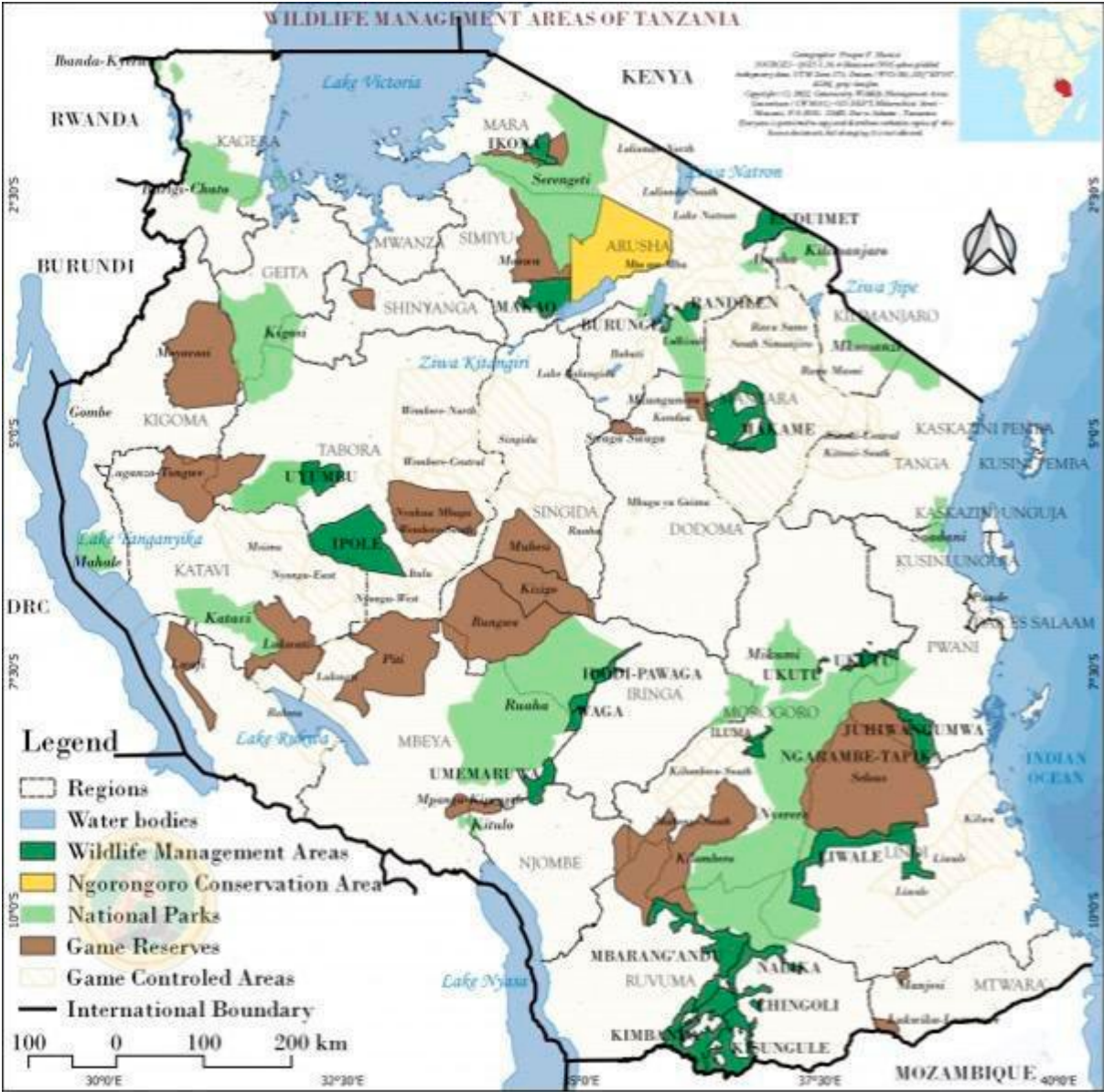


Figure 1: A map of WMAs and other protected areas in Tanzania (source: TAWIRI, 2023)

Zone	WMAS with AA status	WMAs without AA Status (at different stages of the establishment)
Northern zone	Burunge	Randilen
	Enduimet	Tarime
	Ikona	Natron North
	Makao	Natron South
	Makame	Kilindi
Southern zone	Chingoli	Ndonda
	Kimbanda	Mchimalu
	Kisungule	Mbomaminjika
	Mbaran'gandu	Ifinga
	Nalika	Liwale
Eastern zone	Juhiwangumwa	Kidoma
	Ngarambe-Tapika	Twatwatwa
	Illuma	Ukutu
Western zone	Ipole	Ubende
	Mpimbwe	Kamsisi
	Uyumbu	Isawima
	Malagarasi	
Central zone	Mbomipa	Chamwino
	Waga	Umemaruwa

Our Track Record

Achievements: CWMAC has achieved significant milestones in its mission to drive the growth and sustainability of WMAs in Tanzania. Through strategic direction, collaborative efforts with partners and AAs, effective implementation of interventions, and targeted advocacy, CWMAC has made notable contributions to wildlife conservation, community engagement, and economic development. With a focus on strong governance, inclusive participation, and adaptive management practices, CWMAC has successfully established itself as a strong voice for WMAs in promoting responsible wildlife management and fostering coexistence between communities and wildlife.

Notable achievements include:

1 Promoting unity and awareness among WMAs: CWMAC has played a pivotal role in uniting WMAs. This unity has empowered WMAs to present one strong and cohesive voice when engaging with the government on wildlife conservation and management policies and practices, promoting more effective awareness and advocacy.

2 Advocating for policy reforms and autonomy: CWMAC has successfully mobilised stakeholders to advocate for more favourable policies for WMAs. This advocacy led to the approval of the WMA Regulations in 2012, granting WMAs greater autonomy and independence in decision-making, allowing them to seek out investment opportunities directly.



3 Boosting the WMA share of photographic tourism revenue: In 2016, CWMAC effectively advocated for and secured an increase in the share of photographic tourism revenue due to WMAs by 5%, raising it to its current 70%. This achievement significantly contributed to the financial sustainability of WMAs, enabling more investment in conservation and community development efforts.

4 Attracting tourism investment: CWMAC has helped attract tourism investors in 15 WMAs, resulting in contracts valued at over USD 8.7 million. This growth and expansion of investment has supported tourism infrastructure development and created economic opportunities for local communities.

5 Strengthening anti-poaching efforts: CWMAC provided valuable support to anti-poaching initiatives in WMAs. By enhancing the training of Village Game Scouts and facilitating closer collaboration with Wildlife Department officials, CWMAC helped increase poaching-related arrests in five WMAs, contributing to better wildlife protection.

6 Empowering Village Game Scouts: CWMAC successfully advocated for the government's endorsement and issuance of identification to 160 Village Game Scouts, granting them legal authority to arrest, seize, and testify in court. This recognition heightened their effectiveness in combating poaching and increased community participation and ownership in conservation.

7 Conflict resolution and legal support: CWMAC provided critical conflict resolution and legal support to Authorised Associations (AAs) within WMAs. This support enabled four WMAs to successfully defend themselves in court during significant contractual disputes, safeguarding their rights and interests.

8 Capacity-building and transparency: CWMAC built the capacity of AAs and district governments to ensure transparency related to tendering, awarding, and contracting processes for investors. By offering coordination and

negotiation support, CWMAC promoted fair and transparent practices, minimising corruption and ensuring favourable outcomes for WMAs and their communities.

9 Recognition of CWMAC in national legislation: CWMAC's role as an apex body for all WMAs in Tanzania has been officially recognised in national legislation, specifically in Regulation 29 of the WMA Regulations of 2018. This recognition highlights CWMAC's pivotal role in overseeing and coordinating WMA activities nationwide. This is further enhanced by CWMAC's recognition in the 2023 National WMAs Strategy 1

One of the key objectives of the National WMAs Strategy 2023-2033 is to make CWMAC a stronger community-owned national body that provides services to its members (WMAs). Under objective 2, the strategy highlights that CWMAC needs to become a self-sustaining organisation in order to support WMAs across the country with long-term plans, to build the capacity of AAs, to advocate on behalf of the AAs, and provide additional valuable services and tools. A priority for the organisational growth of CWMAC is developing an effective strategic plan that can help guide the organisation going forward. National WMAs Implementation Strategy 2023-2033

10 Increased support from donors, development partners, and private sector: CWMAC has garnered substantial commitment and support from donors, development partners, and the private sector to support WMAs establishment, management, investment, and revenue generation. This endorsement reflects confidence in CWMAC's role as a connector and partnership broker, as well as the significance of WMAs as a model for sustainable wildlife management and community engagement.

¹ United Republic of Tanzania: The National Wildlife Management Areas Strategy (2023 - 2033)

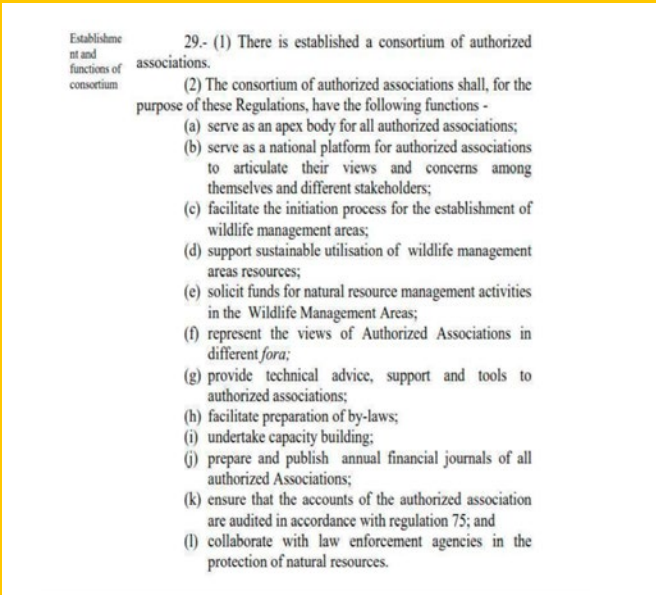
The Context In Which We Operate

CWMAc has existed for over a decade, is recognised in law, and is supported by the communities it represents and serves. The consortium membership has remained fairly stable, and support from government and non-government actors has been consistent. Yet despite over a decade of support and investment, only one of the 22 functioning WMAs is financially viable. Three others are close but not quite there. Most WMAs have not been able to attract sufficient investment from photographic and hunting tourism partners, while at the same time a significant portion of tourism revenue earned is diverted to national and local governments.

CWMAc is working to solve the major challenges facing WMAs. These include:

Governance challenges: While AA members are democratically elected by the villages they represent, they often lack formal education and professional experience, making it challenging for them to manage and govern the WMAs transparently and effectively. Communities have limited knowledge and awareness about the structure and functioning of their WMAs.

Economic challenges: WMAs are expensive to run, and most WMAs lack diversified revenue streams as they mainly rely on one or two tourism investors for their income. WMAs are taxed on a high proportion of their tourism revenue before covering their running costs. As a result, benefits to communities at the household level are extremely low. The tourism industry is not always stable, as demonstrated by the COVID-19 pandemic, and therefore revenue to WMAs is not always sustainable. Even where tourism revenues have accrued, disbursement from the central government back to the WMAs is often late, unpredictable, and not transparent. It is not clear to WMAs how much of their revenue went to the government and how much



is being returned. The communities have no recourse other than to believe the amount that has been allocated to them, with a significant delay from when revenue was first collected.

Conservation challenges: With a few exceptions, most WMAs have little income to invest in anti-poaching activities. In some WMAs, there is widespread habitat fragmentation and migratory corridors are being blocked as land is used illegally. High poverty rates in communities living within WMAs contribute to poaching.

Despite these challenges, CWMAc has significant strengths that make the consortium a powerful force for good, and it is becoming clearer how CWMAc can better deliver on its mandate. By taking advantage of emerging opportunities, and addressing threats to WMAs, we can promote more benefits to communities alongside effective wildlife conservation. Our strategic approach is shaped and informed by both the internal and external context in which we operate.

Organisational Strengths

CWMAc has several notable strengths that set it apart in wildlife conservation and community empowerment. These include:

Legal recognition and a strong relationship with Authorised Associations: the formal recognition of CWMAc and its robust, functional relationships with AAs underline its legitimacy and effectiveness. As per the Tanzania Wildlife Regulations (Wildlife Management Areas) 2018, CWMAc performs as an apex body for all AAs and is mandated to advise, support, and facilitate the management of WMAs in Tanzania. The CWMAc governance structure ensures representation by WMAs in the consortium’s highest decision-making structures. Importantly, CWMAc has the support and trust of its AA members.

CWMAc is the body that oversees all WMAs and AA activities. It has a critical role to play in overseeing the implementation of this strategy on the ground. CWMAc represents a collective voice of all members of WMAs at both local and national levels and thus must provide services to its members. - National WMAs Implementation Strategy 2023-2033

Strategic partnerships and networks: CWMAc is a convener, coordinator, connector, and facilitator. CWMAc supports WMAs by providing technical support to AAs, advocacy and engaging with government, and developing linkages with partners and investors. In playing these roles, the consortium has developed and nurtured strategic partnerships with crucial stakeholders, including the Government of Tanzania, non-governmental conservation organisations, and

investors who either work with CWMAc or who CWMAc has connected directly to WMAs. CWMAc also values its partnerships with cross-border networks such as the Africa Nature-Based Tourism (ANBT) Platform and the Conservation Leaders Network (CLN), recognizing the valuable opportunities these provide for collaborative learning, knowledge sharing, and collective impact.

Committed and dedicated leadership: CWMAc takes pride in its committed and dedicated leadership, whose passion for conservation and community development has been instrumental in driving positive change and sustainability within the consortium’s operations. The capacity of the CWMAc Board of Trustees and the Executive Committee also plays a pivotal role in shaping the organisation’s effectiveness and impact across its conservation and community development goals.

Committed and dedicated team: CWMAc’s committed and dedicated team is a valuable strength for the organisation. Their passion, work ethic, and commitment ensure the organisation’s resilience in the face of challenges and fosters trust among stakeholders. This motivated team’s ability to consistently deliver results, adapt to changing circumstances, and uphold a positive organisational culture empowers CWMAc to contribute to wildlife conservation and community development in Tanzania.

Challenges
Within CWMAc, there are organisational challenges that hinder the efficient fulfilment of our mandate. We are dedicated to resolving these shortcomings through the implementation of this strategy. Some of these challenges include:

Insufficient capacity to support WMAs: We operate nationally with limited financial, operational, and human resource capacity. To address this, the secretariat is actively seeking ways to secure the necessary technical and financial assistance, strengthening its capacity to fulfil the core mandate established for CWMAC.

Communication between the CWMAC secretariat and WMAs: We are a consortium of members from different parts of Tanzania and with different contexts and realities. Clear and effective communication between the consortium's leadership and secretariat, and between leadership and Authorised Associations, is critical for exchanging ideas, providing feedback, and promoting collective action. There is room for improvement in communication, and the CWMAC members express the need for more transparency between the secretariat and themselves. This underscores the importance of transparent communication for preserving trust and fostering collaborative relationships among members. To address this issue, efforts are underway to improve communication channels and practices, ensuring that information flows more deliberately and transparently between all stakeholders.

Financial Management and transparency: Despite resource limitations, CWMAC acknowledges the need to address financial management and transparency concerns. Members have expressed a desire for increased transparency, and it is their right to expect prudent and transparent use of resources. Furthermore, there is concern regarding the use of substantial funds for meetings, which some members believe could be allocated more strategically for operational activities. To address this challenge, the organisation is actively exploring avenues to enhance its financial transparency, streamline expenditures, and ensure that financial resources are allocated efficiently to support the organisation's mission and goals.

Governance and leadership: CWMAC faces governance and leadership challenges primarily stemming from insufficient technical capacity and a

small team, which affects implementation, decision making, and organisational growth. CWMAC also faces high staff turnover and instances of constitutional violations within the management. The organisation also grapples with irregular conduct of essential management meetings, such as Board meetings, as required by the constitution. To address these challenges, CWMAC will strengthen its governance structure by establishing a clear organisational structure with defined roles and responsibilities. This will enhance leadership and good governance throughout the organisation.

Opportunities

There are a number of key opportunities for CWMAC to grow as an organisation and to support and strengthen WMAs. These include the rising interest in sustainable resource use and ecotourism, developing more partnerships with various organisations to tap into their resources and expertise, and the use of modern technology for wildlife management. Furthermore, there are ongoing opportunities to advocate for stronger environmental protections in evolving laws and policies. CWMAC is ready to embrace these opportunities and continue its essential work in harmonising people and nature, advocating for sustainability and promoting shared prosperity.

A unifying platform and voice: CWMAC serves as a platform that unites all WMAs and represents their interests at the national level. It provides a platform for WMAs to voice their concerns and participate in advocacy, policy making, and decision-making. Additionally, CWMAC is well-placed to prioritise the representation and amplification of women's voices, which are often under-represented.

Providing effective legal support to WMAs: Some challenges WMAs face are rooted in limited knowledge and awareness of their rights and responsibilities. CWMAC is well positioned to provide legal support to WMAs around benefit sharing, by-laws, and other legal requirements for successful operation and benefit.



Prepare WMAs for investment: CWMAC can help strengthen and prepare WMAs to become more attractive for investment. This support includes strengthening governance and management systems and building technical capacity. CWMAC can further support WMAs to enter into fair contracts with private investors, ensuring transparent legal processes and community benefits.

Develop partnerships and linkages with key stakeholders: CWMAC has numerous opportunities to cultivate meaningful partnerships with key stakeholders, investors, and conservation organisations to improve and strengthen WMAs and their impact. Beyond just the partnerships, CWMAC is well-positioned to ensure that all stakeholders understand their roles and responsibilities and carry them out. Furthermore, CWMAC is well positioned to help WMAs attract investors to improve tourism potential and revenue, and CWMAC can help raise the profile of WMAs and boost interest and accessibility through its networks and related platforms. These include social media, websites, tourism investment symposiums, and exhibitions. CWMAC has strategic partnerships with organisations like Honeyguide, WWF-TZ, the Wildlife Conservation Society (WCS), MJUMITA, the Tanzania Wildlife Authority (TAWA), the Ministry of Natural Resources and Tourism (MNRT), and Carbon Tanzania.

Diversify financial resources and revenue streams for WMAs: CWMAC is pivotal in exploring innovative financing and revenue generation activities for WMAs, particularly extending beyond traditional tourism-based income. Given the unique revenue potential of each WMA, CWMAC is strategically positioned to provide tailored support to each WMA, with the opportunity to explore new initiatives such as biodiversity credits and carbon funds. By actively pursuing this approach, CWMAC aims to broaden the financial foundation and revenue mechanisms for WMAs, thereby enhancing sustainability and promoting a multifaceted approach to resource management and community benefits.

Threats

CWMAC faces a range of significant threats that require careful consideration and proactive mitigation. Broadly, conservation challenges such as habitat degradation, illegal poaching, and climate change continue to escalate and pose formidable hurdles to effective wildlife management. Additionally, the encroachment of human settlements and agricultural activities into natural habitats further strains the delicate balance between wildlife conservation and human livelihoods.

Diminishing government support and political intervention: While the government has displayed a degree of commitment to WMAs, the need for increased support from agencies like TAWA, TANAPA, and the Ngorongoro Conservation Area Authority (NCAA) is evident. Communities have voiced concern regarding the potential appropriation of community lands, including WMAs, through their conversion into Game Reserves by these agencies. Additionally, political interference has adversely impacted the WMAs, disrupting effective management decisions when political figures influence decision-making and activities for political or personal gain. To address these issues comprehensively, CWMAC will act in partnership with governmental bodies and collaborating organisations to strengthen operational frameworks, establishing clear structures, processes, and procedures within WMAs and for the CWMAC itself. This will improve transparency and accountability.

Conflicting mandates over land: The potential of WMAs is being disrupted by conflicting mandates between government conservation agencies like TAWA, TANAPA, and the Tanzania Forest Services (TFS) and AA leadership within some WMAs. The roles and responsibilities of these stakeholders in supporting WMAs are clearly defined in the Wildlife Conservation Act (Wildlife Management Areas) of 2009 and the Wildlife Conservation (Wildlife Management Area) Regulations of 2012, as revised in 2018. Despite these delineations, there is a recurring issue where these agencies occasionally overstep their defined



roles during their involvement with WMAs. This creates tension, particularly with the Village Game Scouts working on behalf of the communities, who feel intimidated and threatened, resulting in conflicts. These conflicts can erode the community's sense of empowerment and ownership in WMAs.

Boundary disputes: In recent years, some CWMAC members have been grappling with boundary conflicts involving various government agencies, such as TFS, TAWA, and TANAPA. Regrettably, many protected areas, including WMAs, have faced boundary encroachments, leading to a lack of clarity regarding these demarcations among local communities. To address this issue, the government has initiated a boundary revision exercise, which includes the placement of beacons on the boundary of all national protected areas, aiming to prevent further encroachment and resolve existing boundary disputes. However, this process has been complicated by political interests and conflicts among stakeholders, affecting the continued existence and potential of some WMAs.

Rapid infrastructure development within WMAs: A growing concern involves the risk of increased infrastructure development within WMAs once they are effectively managed and financially sustainable. Without well-defined plans and agreements in place, infrastructure development can compromise habitat and the natural beauty and intrinsic value of these areas. It also affects ecotourism and other potential investments. Comprehensive plans that carefully balance conservation management with development are critical to ensure the responsible and sustainable growth of WMAs.

Political Interference: A large focus for CWMAC is policy advocacy in support of WMAs and community involvement in conservation in Tanzania. These efforts, however, often encounter substantial resistance, delay, and opposition when seeking reforms and amendments to policies and laws that could significantly enhance the functionality and effectiveness of WMAs. Consequently, CWMAC faces ongoing struggles in navigating these issues, particularly in interactions with government conservation agencies at both the central and local levels.

What Guides Us

VISION

Communities fully manage and benefit from the sustainable conservation of natural resources.

MISSION

Enable WMAs in Tanzania to manage and sustainably utilise natural resources to improve community livelihoods.

Values

Accountability: We believe in holding ourselves accountable and being held responsible by the people we serve. We are answerable and accountable to our community as we work to deliver positive results.

Trust: We have been entrusted with the organisation's resources for their intended purpose and will not abuse the trust that has been given to us.

Service: We will deliver the best service that we can per our constitution and guidelines. Our service delivery considers the values we uphold and aims to ensure that the people we serve receive the maximum benefits.

Leadership: We realise our role as leaders and commit ourselves to following our plans.

Teamwork and collaboration: Partnerships and teamwork will drive us toward our vision and mission.

Value Proposition

CWMA serves as a unifying force, bringing together WMAs situated across diverse landscapes throughout Tanzania. Our primary role is to serve as a collective voice, dedicated to ensuring equitable treatment for WMAs and facilitating opportunities for these areas to enhance the well-being of their surrounding communities through the responsible utilisation of their wildlife resources. Empowered by the authority entrusted to us by WMAs, we tirelessly advocate for their interests and elevate their visibility, both on local and international platforms. By identifying strategic areas of focus and seizing opportunities, we enable WMAs to improve the livelihoods of their communities. Through collaborative efforts with various stakeholders, we strive to ensure that wildlife conservation is mutually beneficial for both the natural world and the people it sustains.

Who we are

Transparency: We believe in openness, accountability, and good governance. Anything less is a disservice to the communities that are the stewards of the resources that sustain our world.

Community Voice: We represent the grassroots communities that steward Tanzania's rich wildlife resources. As such, we are always guided by what is in the best interest of our communities.

Community-Led: The Consortium is community-led, from individual WMAs to the national leadership. We pride ourselves in being the only organisation that is authentically led by the community and for the community.

Partnership: We are deliberate on building further partnerships and collaboration with government, investors, civil society, academia, and other stakeholders that lead to improved lives for our people.

Capacity: We can make a difference to the communities who form our consortium. We strive to build our organisation to be in the best position to continue serving them and achieving their vision.

Problem Statement

WMAs in Tanzania are not achieving their full conservation and livelihood potential due to internal and external limitations. Internally, many WMAs struggle with poor governance that undermines their effectiveness and overall growth. Many of them need to be more effective and efficient in their operations. To become viable long-term, there is a need for more innovative strategies to attract investment, develop alternative revenue options, and increase the economic potential of WMAs to contribute to community livelihoods. There are also widespread external challenges. Conflicting policy frameworks and mandates with other actors, compounded by the inequitable distribution of revenues that is meant to benefit local communities, jeopardises effectiveness and the long-term sustainability of WMAs. For CWMAC to effectively empower WMAs in Tanzania, it also needs to address its own internal capacity limitations that constrain its ability to fully support the growth and development of WMAs.



Theory of Change

CWMAc firmly believes that the sustainable conservation of natural resources in Tanzania happens when local communities are at the forefront, actively managing and directly benefiting from wildlife and resources. To enable this, it is crucial to establish well-governed and well-managed community institutions that efficiently and effectively promote conservation to benefit the community. We recognise the Authorised Associations as the responsible institutions for managing WMAs, and when they are effectively governed and managed, and successfully deliver benefits to the community, their collective voice becomes a powerful platform to advocate for community conservation at the national level.

CWMAc can best contribute to strengthening WMAs and improving the policy and economic environment in which they operate if it is a robust, legally recognised, well-led, and financially capable organisation. By strengthening its strategic and operational effectiveness, CWMAc will be better positioned to support the WMAs it was created to serve.

As a convenor, facilitator, coordinator and an umbrella for WMAs in Tanzania, an effective CWMAc will support thriving WMAs that create direct benefits for communities and wildlife. CWMAc will:

Enhance the capacity of its members through a range of support initiatives. By delivering essential services such as capacity building, tailored training programs, technical assistance, and facilitating access to valuable resources and tools, CWMAc will bolster the capabilities of its members and increase their overall effectiveness.

Act as a platform for articulating the collective voice of WMAs, effectively representing their interests and concerns to the government and other stakeholders. Through its advocacy efforts, CWMAc champions policies and practices that endorse community-

led wildlife conservation and establish an enabling environment for the sustainable management of natural resources. By amplifying the voices of WMAs, CWMAc strives to influence decision-making processes in favour of community conservation in Tanzania.

Proactively engage with government and other stakeholders to promote a supportive policy environment for community-led conservation. Through advocacy efforts aimed at achieving equitable and fair benefit sharing, resolving conflicting mandates, and providing support to WMAs, CWMAc facilitates dialogue, collaboration, and policy improvements that align with the objectives of community conservation. By serving as a proactive advocate, CWMAc strives to create positive change and advance the interests of community conservation in Tanzania.

Strengthen the ability of WMAs to attract innovative and competitive investment. CWMAc believes that well-governed and well-managed WMAs are attractive for investment, and by building a competitive investment environment and promoting local innovation in revenue generation enterprises, WMAs can attract private investments and drive community efforts to protect and conserve wildlife and natural resources.

This integrated approach—conservation, community benefits, and private sector involvement—creates a positive cycle of growth and sustainability within the WMAs.

A strong consortium of well-managed and well-governed WMAs, supported by a conducive and responsive policy environment that ensures the equitable distribution of benefits, is a critical component in empowering communities in Tanzania to effectively manage and sustainably utilise natural resources. This approach will improve community livelihoods and foster a harmonious relationship between communities and their natural environment.

Theory of Change



Goals and Objectives

CWMAC has four goals for the next five years. Three goals focus on our core work to strengthen and support WMAs, ensuring they are well governed and managed, that there is a supportive policy environment that provides for the fair and equitable distribution of benefits, and that WMAs are able to attract investment to become sustainable engines for their communities. To enable all this to happen, our fourth goal focuses on continuing to build a strong, effective, and well-resourced CWMAC.



Goal 1

WMAs are effectively governed and well-managed

CWMAC will focus on enhancing the governance structures and management practices within WMAs to optimise their operations and maximise the benefits they provide to local communities. CWMAC will work to ensure that WMAs have the capacity to achieve meaningful impact.

What success looks like:

WMAs are well governed, productive, and effectively contribute to wildlife conservation and the livelihoods of communities. Our responsibilities to the community is only one, and that is to prove by actions that conserving wildlife is beneficial for us and our future generations- Nuhu Ngoma (Uyumbu WMA)

Objectives

Objective 1:

Strengthen the governance structures of 80% of WMAs

Effective governance plays a fundamental role in a WMA's strategic direction and success. CWMAC will work towards strengthening the governance structures of WMAs, including decision-making processes. This will improve their effectiveness.

Interventions

1. Strengthen WMAs by developing robust governance frameworks, including clear roles and responsibilities, transparent decision-making processes, and effective accountability mechanisms;
2. Advocate and lobby for supportive policies and systems that promote effective governance and sustainable community-based natural

resource management. This ensures the proper implementation of practices like Good Management Practices and Land Use Plans, while fostering transparency and accountability;

3. Conduct regular training and in-house coaching on tools and systems that ensure good governance and the effective management of WMAs.

Objective 2:

Improve management and operational systems and processes within 70% of WMAs

CWMAC will focus on improving the internal management and operational processes of WMAs to ensure well-functioning systems and efficient, effective, and productive processes. This will improve the overall performance and productivity of WMAs, delivering more benefits to communities.

Interventions

1. Review and assess the existing WMA structures to identify areas for improvement;
2. Develop step-by-step guidelines for improvement of internal WMA functions, systems and processes;
3. Support WMAs in implementing management and operational systems guidelines.

Objective 3:

Strengthen the leadership capacity of at least 20 WMAs

CWMAC will equip WMA leaders with effective management skills, including financial management, community engagement, conflict resolution, and fundraising. Training programmes will also be extended

to community members to increase participation and ownership.

Interventions

1. Conduct a capacity needs assessment for WMA leaders and executive committees;
2. Develop and implement a leadership development programme;
3. Link WMAs to partners that provide leadership training;
4. Establish a WMAs network and peer-to-peer forums for knowledge exchange.

Objective 4:

Strengthen the technical capacity of at least 25 WMAs

CWMAC will strengthen the technical capacity of WMAs by providing technical assistance and guidance in areas such as wildlife monitoring and research, habitat management, anti-poaching, tourism development, and community engagement strategies. This support will enhance the capacity of WMAs to implement effective conservation and management practices.

Interventions

1. Evaluate the technical training needs of WMAs and develop a capacity strengthening plan;
2. Mobilise resources to implement the capacity strengthening plan;
3. Develop a Monitoring, Evaluation and Learning framework to assess progress for adaptive management and impact measurement;
4. Establish learning and information centres for information dissemination and knowledge sharing.

Goal 2

National policies recognise and support WMAs in Tanzania, creating an enabling environment for their sustainable growth and development

CWMAc will ensure institutional backing for WMAs and alignment with other policy frameworks. Better alignment will support WMAs with additional resources, guidance, and benefits for their long-term productivity. This goal emphasises the importance of CWMAc's advocacy work in creating favourable conditions that support WMAs, increasing their conservation and community benefits.

What success looks like:

WMAs receive proper recognition and direct support by the government, creating a more supportive and conducive operating environment.

Objectives

Objectives 1:

Advocate for policy reform and alignment to create supportive conditions for WMAs

CWMAc will engage with government officials, policymakers, and relevant stakeholders to advocate for favourable conditions for WMAs. Through evidence-based dialogue, CWMAc will provide input, feedback, and recommendations to ensure that the related policies are comprehensive, effective, and aligned with the goals of the development and sustainability of WMAs. This will enhance their ability to conserve wildlife and promote community-based natural resource management.

Interventions

1. Update the existing CWMAc advocacy strategy (2016 - 2019) with the current policy challenges for WMAs that need to be addressed;
2. Develop fact-based recommendations for better policy alignment and engage in policy dialogue, consultations, and working groups to ensure that WMA policy needs are represented;
3. Build networks and alliances with like-minded organisations, conservation groups, and CBOs to strengthen collective and coordinated advocacy;
4. Amplify the voice of WMAs through media to ensure their influence on policy processes.

Objective 2:

Promote fair, transparent, and equitable revenue distribution within WMAs

CWMAc will advocate for transparent, fair, and equitable revenue distribution to WMAs. More equitable revenue distribution will create incentives for active community participation and provide more benefits, contributing to the sustainability of WMAs in Tanzania. This will include revision of the revenue sharing mechanisms, ensuring they consider the rights of communities.

Interventions

1. Establish clear agreements with the government on revenue distribution. This will include specifics of how

much revenue generated by WMAs will be allocated to the local communities, and seek to improve the operational efficiency from government related to timely revenue disbursement;

2. Develop clear and transparent revenue sharing mechanisms within WMAs, ensuring that the benefits derived from tourism, natural resource utilisation, and other revenue-generating activities are distributed fairly among local communities;
3. Promote community participation in revenue distribution through inclusive and participatory processes, ensuring communities are involved in decided how revenue should be used to address community needs;
4. Develop robust WMA financial management systems that ensure accurate accountability and transparency;
5. Implement revenue auditing mechanisms and regular reporting to monitor and track the flow of revenues and benefits.

Goal 3

WMAs have increased revenue and investment for equitable benefits to communities

CWMAc will improve the financial sustainability of WMAs. This includes building an attractive investment environment within WMAs and establishing alternative revenue sources. This will expand private investment and increase revenue to foster the long-term viability of WMAs.

What success looks like:

Communities are resilient and are economically thriving as a result of increased revenue and benefits derived from economically competitive and viable WMAs. According to the National WMAs strategy 2023 - 2033, the WMAs model can become sustainable if they are able to demonstrate socio-economic benefits for the local communities alongside their national level contributions. The communities will see value in WMAs that are thriving economically. For instance, Makame WMA increased their revenue from US\$24,000 in 2017 to over US\$240,000 in 2021 from a combination of hunting and carbon sales.

Objectives

Objective 1:

Support revenue generation and diversification in 70% of WMAs

CWMAc, with support from partners, will explore and encourage WMAs to implement new and innovative revenue generating mechanisms. In addition to the already existing activities such as ecotourism, sport hunting, and wildlife-based enterprises, CWMAc will create linkages with the private sector and other initiatives to grow

business opportunities in WMAs that align with conservation goals.

Interventions

1. Develop strategies that will attract investors to WMAs, including active marketing and communication development;
2. Work with WMAs to explore and implement new and innovative revenue generating enterprises and activities;
3. Develop and nurture partnerships that support investment, infrastructure development, marketing, and promotion of WMAs as attractive destinations for tourists and investors;
4. Showcase the economic and environmental benefits of investment in WMAs through aggressive communication and networking platforms;
5. Conduct market research to identify target audiences, assess market trends, and tailor WMAs' offerings to meet visitor and investor demands.

Objective 2:

Business development support to at least 25 WMAs to increase revenues by at least 30%

CWMAc will support the WMAs or provide linkages to business development support aimed at strengthening WMA businesses. This will include better access to finance, product development, and marketing aimed at growing successful enterprises that contribute to WMA revenue generation.

Interventions

1. Provide business development training services to WMAs to enhance business management skills. This will include financial literacy training, bookkeeping, budgeting, records management, planning, proposal development, and marketing;
2. Implement robust financial management systems within WMAs to ensure transparency, accountability, and effective utilisation of revenue. Establish mechanisms for financial reporting, auditing, and monitoring to build trust among stakeholders and attract potential investors who value good governance practices;
3. Develop strong branding and marketing strategies to attract tourists and investors, highlighting their unique wildlife, natural beauty, and cultural experiences.

Objective 3:

Strengthen collaboration between 37 WMAs and other NGO and private sector partners to leverage more resources, expertise, and networks

Review and develop profiles for new potential stakeholders (local, national, and international) that could provide strong partnership and support to WMAs; Link WMAs to private investors who can bring expertise, resources, and capital to expand economic opportunities, create employment, and improve livelihoods; Support WMAs to enter agreements and contracts with potential

Goal 4

A resilient and effective CWMAC that drives WMA growth in Tanzania

To implement this strategy, CWMAC will prioritise the development of an efficient organisational structure and optimise internal systems to enhance teamwork and tangible outcomes. CWMAC will become more effective by bolstering internal communication and fostering stronger connections with WMAs and external stakeholders. By establishing robust partnerships, expanding networks, and implementing effective fundraising strategies, CWMAC will be better equipped to execute its strategy and achieve impact.

What success looks like:

CWMAC is a strong and effective organisation able to support and provide services to WMAs, and it has become the main hub for coordinating partner support to WMAs.

Objectives

Objective 1:

Strengthen the capacity of the CWMAC team

Ensure that the CWMAC team possesses the necessary skills, competencies, and a clear understanding of their roles within the organisation. CWMAC will also strengthen its internal HR systems to support team performance and better equip them with what they need to achieve organisational objectives.

Interventions

1. Review, revise, and implement CWMAC's organisational structure, outlining clear roles and responsibilities, lines of

- accountability, and processes that support team effectiveness;
2. Improve the CWMAC Human Resource Management System and other HR processes that reflect the organisation's values and culture;
3. Develop staff capacity to attract, retain, and upskill team talent.

Objective 2:

Develop strong and effective internal management systems and processes

CWMAC will focus on developing and implementing effective systems and processes to enhance its internal management. By doing so, the CWMAC can streamline operations, improve productivity, and ensure effective coordination and management.

Interventions

1. Create an improved information management and communication system for CWMAC and WMA information and data;
2. Develop a robust Monitoring, Evaluation, and Learning system for adaptive management and to track progress;
3. Improve financial management systems and protocols.

Objective 3:

Strengthen CWMAC's financial sustainability through diverse and long-term revenue sources

CWMAC will improve its financial stability and resilience by expanding its revenue streams, with a focus on long-term unrestricted funding. By diversifying and increasing long-term revenue sources, CWMAC will ensure its

continued operations, expand support for programmatic activities, and increase its ability to effectively support community conservation efforts across WMAs in Tanzania.

Interventions

1. Create a comprehensive fundraising strategy that articulates specific fundraising goals, objectives, and actionable plans. The strategy will include innovative approaches to diversify revenue sources, including things such as grants, donations, sponsorships, events, and other imaginative fundraising methods;
2. Identify and develop strategic partnerships and collaborative relationships with government agencies, NGOs, private sector, and other relevant stakeholders, who could potentially provide access to new funding sources, expand networks, and create opportunities for fundraising;
3. Strengthen communication and leverage media and online platforms to engage broader audiences and boost fundraising. This will include regular communications and updates on progress and impact.

Objective 4:

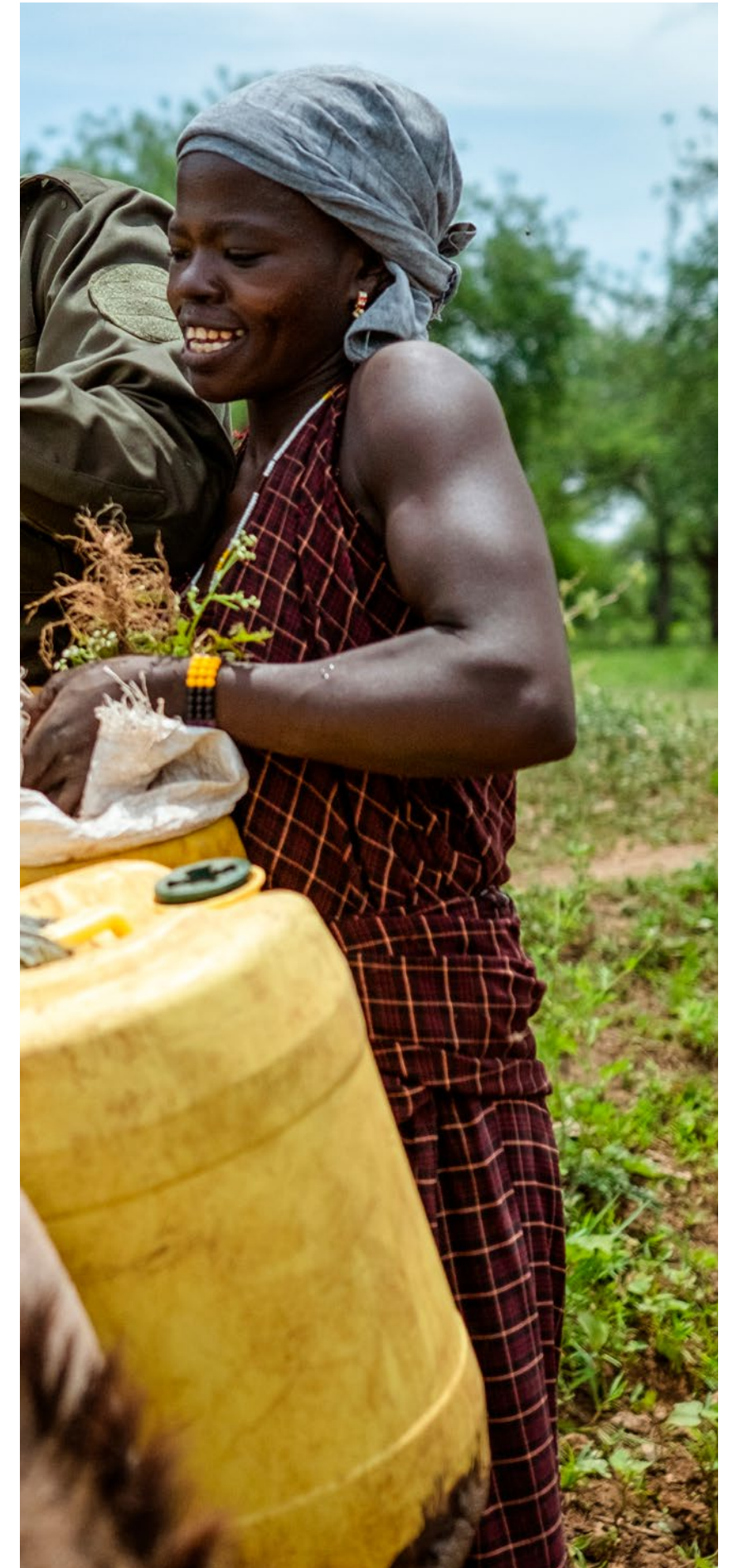
Improve communication and coordination between CWMAC and the WMAs for better accountability and transparency

CWMAC will enhance communication and coordination with WMAs, fostering greater accountability, transparency, and trust. This involves a multifaceted approach, including regular

meetings and consultations with WMAs to facilitate open dialogue and information sharing.

Interventions

1. Establish digital platforms and communication tools to streamline data sharing and reporting, ensuring that both CWMAC and the WMAs have real-time access to information;
2. Engage WMAs in decision-making processes and provide opportunities for their input to create a collaborative environment built on trust and accountability;
3. Build capacity and train WMAs on effective communication, data management, and governance.



Operational Framework

Organisational Structure

The organisational structure of CWMAC is designed to support the effective implementation and delivery of its mandate, especially as the organisation grows. Recognizing the need for improvement, CWMAC will focus on strengthening its team to better support the needs of WMAs. CWMAC will establish a strong structure within the secretariat, the administrative arm of CWMAC that provides operational support and coordination. By strengthening the structure within the secretariat, the organisation will become more efficient and effective in its operations.

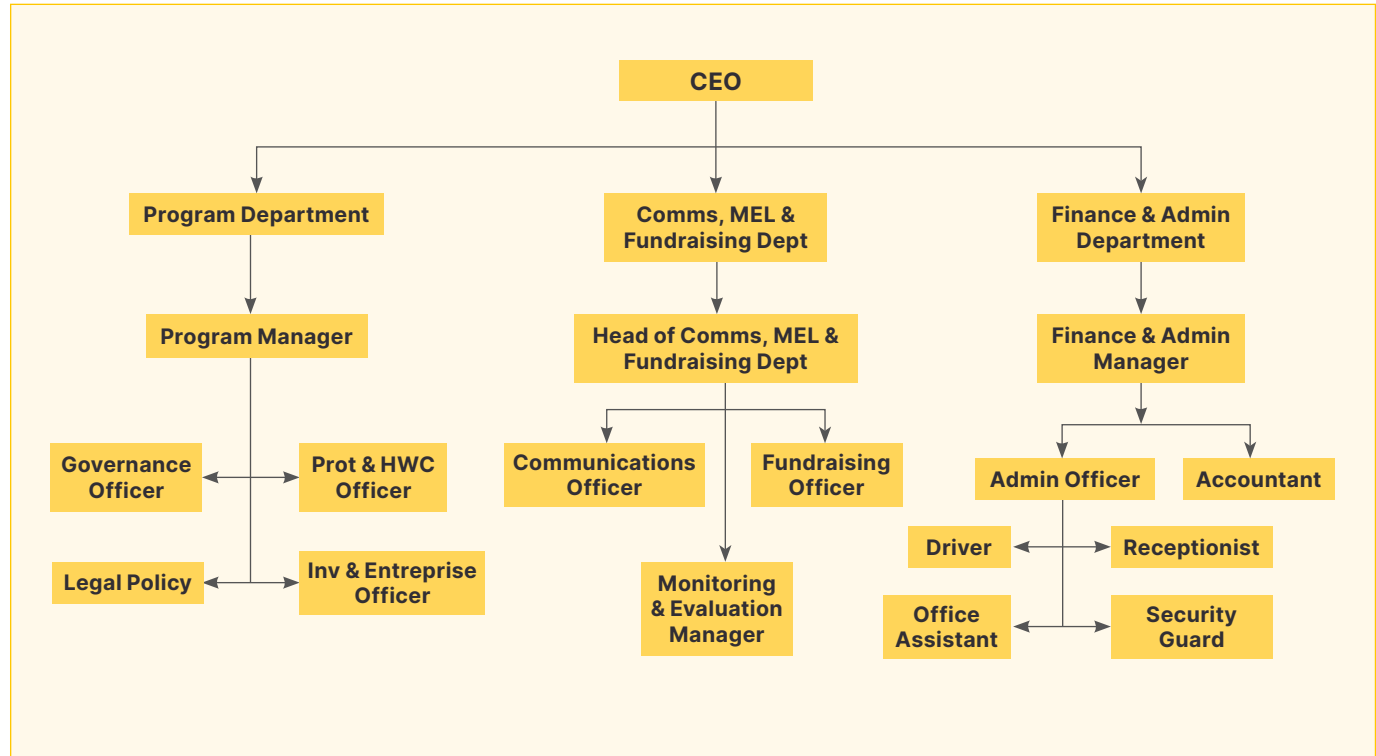
CWMAC recognizes the importance of having a strong field team to support field operations. This team is responsible for activities carried out directly in the WMAs, such as capacity building, providing technical assistance, and monitoring. A dedicated field team will

ensure that CWMAC's interventions and support are effectively delivered at the grassroots level.

CWMAC's efforts to enhance its organisational structure will include the strengthening of community working groups. These groups will consist of community members who will collaborate closely with CWMAC to provide on-the-ground support and input. By involving local communities directly, CWMAC aims to ensure a more inclusive and participatory approach to its work.

By strengthening its organisational structure and establishing dedicated teams, CWMAC aims to optimise its support to WMAs and enhance its overall operational capabilities. This will enable CWMAC to effectively fulfil its mandate of promoting community-led conservation and sustainable wildlife management in Tanzania.

CWMAC Organisational Structure



Financing

CWMAC's financial structure prioritises sustainability and prudent budgetary allocations across all goals. The total estimated budget for this strategy is USD 4.5 million spread over the 5 years (these are summarised in the table below, allocated by goal). Outlining the total estimated budget for the duration of this strategy will help stakeholders grasp the scale and scope of our financial commitments, ensuring transparency and understanding as we work towards achieving our mission. During the first year of strategy implementation, we will develop a robust financial strategy that will highlight the various fundraising approaches and potential sources.

Budget estimate (projection) for Community Wildlife Management Areas Consortium (CWMAC) for 2024 - 2028					
GOAL	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
	USD	USD	USD	USD	USD
Goal 1: WMAs are effectively governed and well-managed	285,000.00	285,000.00	285,000.00	270,000.00	280,000.00
Goal 2: National policies recognize and support WMAs in Tanzania, creating an enabling environment for their sustainable growth and development	130,000.00	125,000.00	130,000.00	150,000.00	110,000.00
Goal 3: WMAs have increased revenue and investment for benefits to communities	124,500.00	120,000.00	195,000.00	170,000.00	140,000.00
Goal 4: A resilient and effective CWMAC that drives WMA growth in Tanzania	320,000.00	340,000.00	330,000.00	350,000.00	350,000.00
Total Budget Estimate	859,500.00	870,000.00	940,000.00	940,000.00	880,000.00

Communications

CWMAC will use effective communication to raise awareness of the WMAs and the work that they do in conservation. CWMAC will use diverse tools and target different stakeholders to communicate the successes of WMAs, along with the opportunities they present for tourism, carbon, hunting, and other income generating activities. CWMAC will develop a comprehensive communication strategy that will guide all communication affairs internally and outside the organisation. The strategy will outline programs, tools, media, and approaches for communication.

Communication tools will differ and each be tailored to relevant audiences. These include websites, social media, media briefs, newsletters, videos, and participation in events. CWMAC audiences include donors and potential donors, communities, WMAs, government agencies, policy makers, investors, and tourists. The information flow will be seamless, and the information will be precise, easy to understand, and clear about the message.

Monitoring, Evaluation and Learning

In order to be effective and efficient in the work we do, we require a strong Monitoring, Evaluation, and Learning (MEL) system that comprises good data collection tools, clear indicators, and a strong MEL team that can carry out these duties. These will be critical in ensuring that the data is collected well and used to improve our work. It will also allow us to show different stakeholders the progress that the WMAs are making.

With a good system in place, people will be better able to learn about the work we do. Such information will also be presented in our communications tools to influence decision-making on issues such as policies.

We will work on improving our current system and develop our team to match our strategic goals. With a good plan we will be able to use MEL to the benefit of the organisation and make sure we serve our people to the best of our ability.

Risk Assessment and Mitigations

CWMAC places great emphasis on proactive risk assessment and comprehensive mitigation strategies as integral components of its operational framework. Identifying potential risks is an ongoing process, where the organisation diligently assesses internal and external factors that could impact its mission and objectives. These risks encompass a wide spectrum, from financial challenges and policy changes to environmental threats. In response, CWMAC has integrated risk mitigation strategies into its strategic plan, ranging from diversifying funding sources and building strong partnerships to engaging in advocacy efforts and implementing adaptive management practices. Additionally, contingency plans will be developed to respond swiftly and effectively to unforeseen events or crises. These measures reflect CWMAC’s commitment to safeguarding its mission and ensuring that it can navigate challenges with resilience and agility, ultimately striving towards its goals of sustainable wildlife management and community empowerment.

Acknowledgements

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CWMAC Governance Structure

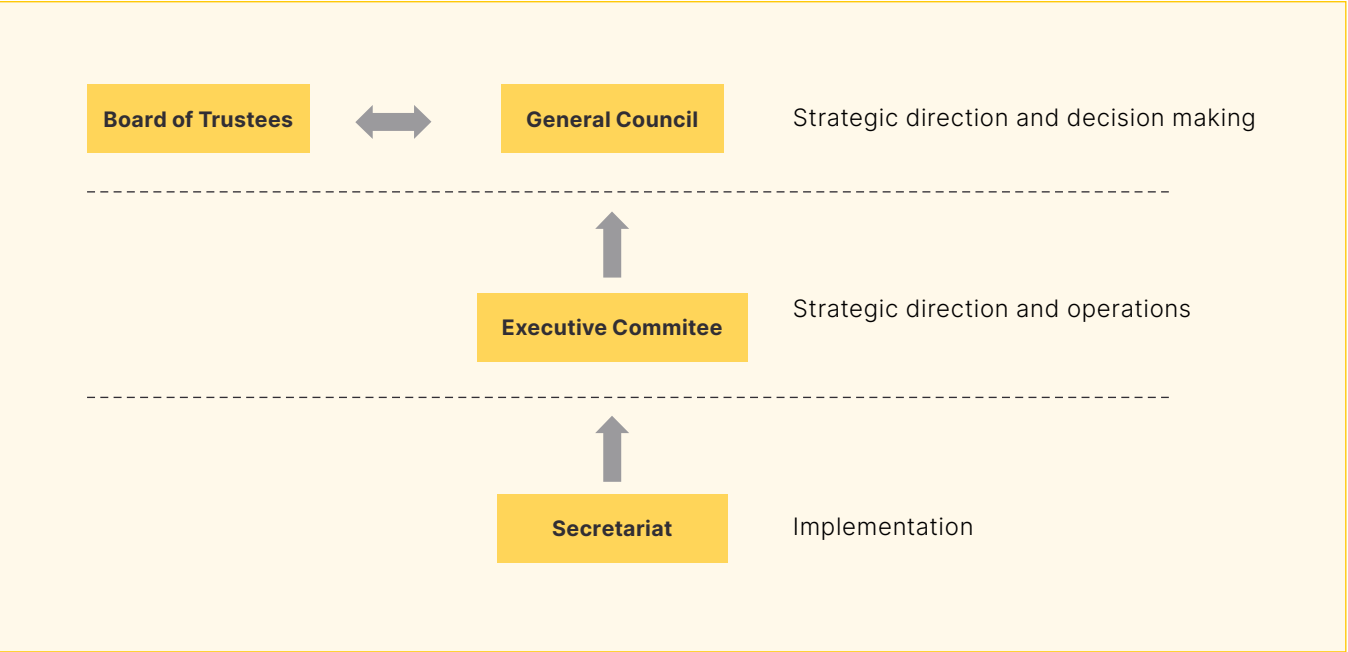
The structure of CWMAC comprises four key governance organs: the Board of Trustees, the General Council, the Executive Committee, and the Secretariat.

Board of Trustees: The Board of Trustees is responsible for the overall governance and strategic direction of CWMAC. It is composed of individuals with diverse expertise and representing various stakeholder groups such as government agencies, NGOs, and private sector. The Board provides oversight and guidance on all matters related to CWMAC, ensures that CWMAC’s activities align with its mission and objectives, and it plays a crucial role in setting organisational policies and monitoring performance.

General Council: The General Council is a platform for broader engagement and accountability within CWMAC. It is an assembly of WMAs, where important matters related to WMAs and the Consortium are discussed and decisions are made. The General Council meets through general meetings that typically take place twice a year. It provides an opportunity for members to review progress, share experiences, discuss challenges, and collectively shape the future direction of their CWMAC and WMAs broadly.

Executive Committee: The Executive Committee is the leadership body within CWMAC, responsible for the implementation of decisions and the day-to-day management of the organisation. Comprising a smaller group of elected or appointed individuals from WMAs, the Executive Committee provides leadership, sets priorities, and ensures the efficient functioning of CWMAC. They oversee program implementation, manage resources, represent CWMAC in external engagements, and facilitate communication and coordination among different stakeholders.

Secretariat: The Secretariat serves as the administrative arm of CWMAC, providing operational support and coordination. It is responsible for managing the day-to-day operations of the organisation, including financial management, record-keeping, communication, and logistical support. The Secretariat is led by a Chief Executive Officer and is staffed with personnel who handle specific functions such as finance, communications, program coordination, gender and governance, and administrative tasks.







Community Wildlife Management Areas Consortium (CWMAC)

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