GENDER MAINSTREAMING STRATEGY AND ACTION PLAN FOR "COMBATING POACHING AND THE ILLEGAL WILDLIFE TRADE IN TANZANIA" PROJECT

AUGUST 2022

Acknowledgement

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Acronyms

COCOBA	Community Conservation Bank
DNRAB	District Natural Resources Advisory Board
GBV	Gender Based Violence
GE	Gender Expert
GEF	Global Environment Facility
GM	Gender Mainstreaming
GWP	Global Wildlife Program
HQ	Headquarter
HWC	Human Wildlife Conflicts
IWT	Illegal Wildlife Trade
NRM	Natural Resources Management
NTAP	National Taskforce for Antipoaching
PMU	Project Management Unit
PRODOC	Program Document
PSC	Project Steering Committee
SACCOs	Savings and Credit Cooperative Organization
TAWIRI	Tanzania Wildlife Research Institute
TCG	Tasking and Coordinating Group
ToR	Terms of Reference
UNDP	Unite Nations Development Program
VGS	Village Game Scouts
VICOBA	Village Community Bank
VNRC	Village Natural Resources Committee
WCA	Wildlife Conservation Act
WMA	Wildlife Managed Area
ZCC	Zonal Conservation Coordinator

Glossary[1]

GENDER GLOSSARY

Affirmative Action   Is a practical measure taken to increase the diversity of an organization through human resources initiatives such as quotas for hiring women, minority groups, and people with disabilities. Affirmative (sometimes called positive) action aims to correct existing inequalities.

Empowerment   Is the process through which people take control and action in order to overcome obstacles of structural inequality which have previously put them in a disadvantaged position.

Gender   Sex refers to the biological differences between male and female bodies. Gender, on the other hand, refers to the socially constructed attitudes, values, roles and responsibilities of women and men, in a given culture and location. These attitudes, values and roles are influenced by perceptions and expectations arising from cultural, political, economic, social and religious factors, as well as from custom, law, class, ethnicity and individual or institutional bias. Gender attitudes and behaviours are learnt and change over time.

Gender analysis   Is the close examination of a problem or situation in order to identify to differences in the gender roles, activities, needs, and available opportunities of men and women. Gender analysis of a development programme involves identifying the gender issues within the problem which is being addressed and in the obstacles to progress, so that these issues can be addressed in all aspects of the programme - in project objectives, in the choice of intervention strategy and in the methods of programme implementation.

Gender awareness   Is an understanding that there are socially determined differences between women and men based on learnt behaviour which affect their ability to take decisions and action, and to access and control resources. This awareness needs to be applied through gender analysis in projects, programmes and policies.

Gender-aware policy   A policy which takes into account the social relationships of women and men as well as the differences in their needs, as opposed to a policy that is gender-neutral and implicitly assumes that women and men have the same needs.

Gender blindness   Is the failure to recognise that the needs of men and women are different. A gender-blind approach assumes that gender is not an influencing factor in projects, programmes or policies.

Gender Development Index (GDI)   The Gender Development Index (GDI) is a gender-sensitive adjustment to the HDI. It uses the same variables as the HDI. The difference is that the GDI adjusts the average achievement of each country in life expectancy, educational attainment and income in accordance with the disparity in achievement between women and men. Like the HDI, the values for GDI range between 0 and 1, with 1 indicating the highest attainable levels of gender-adjusted well-being.

Gender discrimination   Refers to giving differential treatment to individuals on the grounds of their gender. In many societies, this involves systemic and structural discrimination against women in the distribution of income, access to resources and participation in decision-making.

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[1] Rainforest Foundation Norway Gender Policy 2017

Gender division of labour	Is an overall societal pattern where women are allotted one set of gender roles and men another. An unequal gender division of labour refers to a division of labour in which there is an unequal gender division of reward. Discrimination against women in this sense occurs when women get most of the burden of labour, and most of the unpaid labour, but men collect most of the income and rewards resulting from labour. In many countries, the most obvious pattern in the gender division of labour is that women are mostly confined to unpaid domestic work and unpaid food production, whereas men dominate in cash crop production and waged employment.
The Gender Empowerment Measure (GEM)	The GEM is meant to measure the relative power of women and men in political and economic life. The three variables which make up the index are: • women's and men's percentage share of administrative and managerial positions; • women's and men's percentage share of professional and technical jobs; and • women's and men's percentage share of parliamentary seats. As with the other two measures, the value for the GEM varies between 0 and 1. Values nearer 1 indicate higher levels of women's empowerment while values nearer 0 indicate lower levels
Gender equality	Means that there is no discrimination on grounds of a person's sex in the allocation of resources or benefits, or in the access to services. Equality exists when both men and women are attributed equal social value, equal rights and equal responsibilities, and have equal access to the means (resources, opportunities) to exercise them. Gender equality may be measured in terms of whether there is equality of opportunity, or equality of results.
Gender equity	Means fairness and justice in the distribution of benefits and responsibilities. Gender equity is the process of being fair to women and men. To ensure fairness, measures must often be available to compensate for historical and social disadvantages that prevent men and women from otherwise operating on a level playing field. Equity leads to equality.
Gender gap	A gender gap is an observable and sometimes measurable gap between men and women in terms of socioeconomic indicators, such as ownership of land, attendance at school or participation in the labour force, which is understood to be unjust and provides evidence of a gender issue to be addressed.
Gender indicators	Are measures of people's situation in society that can show gender differences. Identifying social, labour, educational and economic reality from a gender perspective requires analysing these indicators, making it possible to compare data for both sexes and identify differences that can lead to stereotypes.
Gender issues	Arise where an instance of gender inequality is recognised as undesirable or unjust.
Gender mainstreaming	Is the systematic process of ensuring that women and men have equal access and control over resources, development benefits and decision-making at all stages of the development process through ensuring that the respective needs, interests and priorities of women and men are integrated into in all policies, programmes and projects. It requires: a. Continuous assessment of the implications and effects of energy-related projects and policies on women and men. b. Designing and implementing strategies and actions that aim to better address the needs of women and men, improve their well-being, and facilitate their participation in the development process. c. A mechanism for ensuring this is done and for reporting to managers.

Gender neutral and gender blind	Gender-neutral policies or practices are not specifically aimed at either men or women and are assumed to affect both sexes equally. However, they may actually be gender blind. Gender-blindness means ignoring the different roles, responsibilities, capabilities, needs and priorities of women and men. Gender-blind policies are based on information derived from men's activities and/or assume those affected by the policy have the same (male) needs and interests.
Gender relations	The social relationships and power distribution between men and women in both the private (personal) and public spheres.
Gender roles	Gender roles are sets of behaviour assigned to men and women respectively, according to their cultural norms and traditions that determine which activities, tasks and responsibilities are perceived as male and which female. Gender roles are affected by age, class, race, ethnicity and religion, and by the geographical, economic and political environment. These roles shape identity, determining how we are perceived by others, how we are expected to think and act as women and men. Changes in gender roles often occur in response to changing economic, natural or political circumstances, including development efforts.
Gender role stereotyping	Is the constant portrayal, such as in the media or in books, of women and men occupying social roles according to the traditional gender division of labour in a particular society. Such gender role stereotyping works to support and reinforce the traditional gender division of labour by portraying it as "normal" and "natural".
Gender sensitivity	Gender sensitivity is the ability to recognise gender issues and the different perceptions and interests of women and men arising from their different social locations and different gender roles. Gender sensitivity is often used to mean the same as gender awareness, although gender awareness can also mean the extra ability to recognise gender issues which remain "hidden" from those with a more conventional point of view.
Patriarchy	Patriarchy is the male domination of ownership and control, at all levels in society, which maintains and operates the prevailing system of property rights and the gender division of labour. This system of control is justified in terms of patriarchal ideology - a system of ideas based on a belief in male superiority, and sometimes the claim that the gender division of labour is based on biology or on religious texts.
Practical needs	Practical needs refer to what women (or men) perceive as immediate necessities, such as water, shelter and food. Interventions addressing practical needs aim at improving women's lives, but do not challenge the accustomed tasks and role of women in the household or in society, or their gender relations. That is to say, they do not upset the traditional balance of power and authority between men and women. Women's practical needs are primarily related to their reproductive functions, activities that keep the household running and ensuring their family's daily survival. Examples of energy services to meet practical needs are household lights, improved cooking stoves for household use, improved supply of fuel wood for household use etc.
Productive needs	Productive needs are those that if resolved, allow women to produce more and better products usually for income gain while improvements in efficiency, cleaner energy forms and new technologies can also lead to a reduction in drudgery and free time for relaxation and recuperation. Some researchers claim that a woman's status within the household improves when she contributes to the household income, although others dispute this claim since the outcome depends on the context. Examples of energy services to meet productive needs are power supplies which facilitate the use of food drying installations, sewing-machines etc; knowledge concerning manufacturing and selling of cooking stoves etc.

Quota system	Reserving a given number of participation spaces so that various groups can share social, political and economic activities. Positive or affirmative action implies establishing percentages for female membership, for example, so as to foster their presence in particular activities.
Sex	Refers to the biological differences between women and men. These are generally permanent and universal.
Sex-disaggregated data	For a gender analysis, all data should be separated by sex in order to allow differences between women and men in needs, priorities, action and results to be identified.
Sex roles	Refer to an occupation or biological function for which a necessary qualification is to belong to one particular sex category. For example, pregnancy is a female sex role because only members of the female sex can bear children.
Strategic interests	Women's strategic interests are those related to women changing their position in society, gaining more equality with men and empowerment in all its senses. Interventions addressing strategic gender interests focus on fundamental issues related to women's (or, less often, men's) subordination and gender inequities. Strategic gender interests are long-term, usually not material, and are often related to structural changes in society regarding women's status and equity. They include legislation for equal rights, reproductive choice, and increased participation in decision-making. Examples of energy services which meet women's strategic interests are street lights which enable women to participate in the village council, radio and T.V. increasing women's knowledge. However, energy services alone may not be sufficient to change gender interests and so may require other inputs for these interests to be realised, for example, societal attitudes may need to change before some women will go out after dark; women can only go to evening classes if they are available.
Structural Gender inequality	Is a system of gender discrimination practiced in public or social institutions. Structural gender inequality is more entrenched if it is maintained by administrative rules and laws, rather than by only custom and tradition.

Executive Summary

This strategy document concerns the Gender Mainstreaming Strategy for the IWT project which is implemented by the Ministry of Natural Resources and Tourism (MNRT) in collaboration with UNDP with the overall objective of addressing issues related to the illegal wildlife trade in Tanzania through an integrated approach. It's formulation is based on an in-depth the gender analysis of the IWT project document, relevant national documents, field visits and consultation with key stakeholders involved with project implementation in the Ruaha-Rungwa ecosystem where the project is largely confined at the ground level.

Based on such analysis of the gender gaps and opportunities in the Wildlife sector, the strategy document presents a number of strategic interventions to help the project to close the current gender gaps in the sector. Broadly, proposed interventions cover such key issues including gender sensitive engagement and participation in governance and decision-making, institutional strengthening, capacity building, research and incentive arrangements, coordination, communication of gender profile in the wildlife sector and advocacy for changes in social frameworks (e.g., attitudes and mindsets) as well as legal and regulatory frameworks (e.g., policies and guidelines).

The strategy document also proposes strategic approaches for ensuring effective implementation and management of gender mainstreaming interventions including through a systematic monitoring, evaluation awareness on issues relevant to biodiversity conservation and wildlife crime among targeted audiences.

These interventions are grouped into immediate/short term, medium term and long term, stretched along the remaining 4-year timeframe of the IWT project.

1.0 Overview

1.1 Gender and the Wildlife Sector in Tanzania

Women and men have distinct social roles and responsibilities that they carry out at the household and community levels. The roles shape knowledge and understanding of the local environment and the use of natural resources by women and men. As defined above, the term gender refers to socio-cultural norms about what is considered appropriate for women and men within a society. These social norms structure the interactions between women and men based on defined roles and responsibilities, set out the limitations in relations, and ultimately result in inequalities between women and men[2]. Gender relations and roles in Tanzania influence women and men's interaction with forestry and wildlife resources.

Gender equality in forestry and wildlife management therefore refers to efforts to promote equal rights and opportunities for women and men in policies, programs, and activities. It means placing equal value and favor on the differences of women and men in behavior, aspirations, and needs. Despite wide recognition of gender differences, policies and programs often treat communities as homogenous, overlooking gender issues and thereby minimizing the impact of such policies and programs in addressing gender inequality.

Women's empowerment moves beyond gender equality and considers women's power and agency to make and act upon their own decisions. This requires individual and community level skills and resources to be developed; as well as broader institutional and norms changes that create an enabling environment for women to succeed. Based on the literature in terms of evidence and lessons from Tanzania and beyond, addressing gender inequality in the context of wildlife and forest management entails the following:

- Promoting the sustainable management of wildlife and forestry resources by both women and men for continued benefit to their livelihoods and the sustainability of the resources.

- Taking into account the knowledge, understanding, needs, interests, concerns, and priorities of both women and men, and ensuring that both are actively involved in planning and decision making over forestry and wildlife management.

- Addressing institutional structures, both within the state and customary institutions, that may act as barriers to women's empowerment in the sector; and

- Collecting information and analyzing the gender norms for women and men in any local context and devising strategies and programs that seek to respond positively to address gender inequalities.

Failure to address gender issues in wildlife and forestry management has the potential to exacerbate pre-existing gender inequalities and limit the effectiveness of policies, programs, and interventions, thereby undermining sustainability.

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[2] The (draft) Women and Gender Development Policy (2000) Version 2021

1.2 Gender in the IWT Project

The Ministry of Natural Resources and Tourism (MNRT) in collaboration with UNDP is facilitating the implementation of a project on combating poaching and the illegal wildlife trade in Tanzania through an integrated approach. Financed by the GEF and led by World Bank Global Wildlife Program (GWP), this project seeks to support Tanzania in enhancing capacity for biodiversity conservation, combating poaching and control of illegal wildlife trade at the national and local levels.

To achieve this objective the project has four components which include a specific component dedicated to gender mainstreaming with particular focus on knowledge management, communication, and Monitoring & Evaluation. As this effort, the project conducted the gender assessment of the project activities and institutions involved in the implementation of this project with a view of understanding the strengths, gaps, needs and opportunities/ entry points for promoting gender mainstreaming in the project. Accordingly, the assessment identified a number of key issues that forms the basis of the gender mainstreaming strategy for the IWT project. These issues are presented in table 1 below: **Table 1:** Findings from the assessment

Issue	Areas of concerns, gaps and opportunities
National Wildlife Policy 1998 and National Gender Policy 2000, *Revised National Antipoaching Strategy (2022-2032),* Wildlife Conservation Act (WCA) of 2013, Regulations (Payment of rewards 2009, Non-consumptive Wildlife Utilization 2007, Wildlife Conservation (WMA), 2019	These frameworks are gender aware; recognizes the needs and contribution of women in the wildlife and natural resources management sector and advocates for deliberate actions to facilitate effective engagement of women in sector. Nevertheless, the supporting instruments including Wildlife conservation Act, regulations and strategy are gender blind as descried in the field assessment report (annex 1) which informed this strategy.
Human Wildlife Conflicts (HWC)	✓ Although this assessment did not undertake a detailed assessment of the HWC incidences, the limited consultation held with communities with the MBOMIPA WMA revealed a significant concern over this issue. ✓ HWC incidents affects women more negatively than men due to the role that women play in wildlife-based food and other livelihood support systems. Based on geographical setting and frequencies of incidences, HWC occasions often results in a lack of security for women, increased workload, and decreased availability of food, exacerbating the pressure women have to ensure the safety and wellbeing of their families.
Involvement in Illegal Trade in Wildlife Products	✓ It is predominantly a male-controlled business driven primarily by poverty and lack of alternative to secure livelihoods. ✓ Women's household responsibilities and time poverty limits their engagement in this trade ✓ As a result, women involvement in poaching and IWT revolves mostly around encroachment mostly for farming and or collection of firewood, water and seeds and fruits
Poaching	✓ Poaching threatens Tanzania's biodiversity ✓ At community level, poverty levels and food insecurity are the main drivers of poaching wildlife for meat consumption and income; at the commercial level, poaching is driven by illegal trade.

Issue	Areas of concerns, gaps and opportunities
	✓ Strategies for management of poaching have often times excluded women, limiting vital information and awareness on combating poaching by men through: i) women spend most of their time in the field where they are best placed to see engaging or planning to engage in poaching ii) women are housekeepers who've access to anything hidden or brought in the house. This put them in best position to monitor and report wildlife crimes done by men (their husbands) especially due to fact in (iii) below iii) Being illegal and risky trade, if a man is killed or caught in the process, he leaves his family in a vulnerable situation and women have to shoulder all the family responsibilities. Because of this most women feel compelled to discourage their husbands from engaging in illegal wildlife activities. When unsuccessful, women opt to report the case to relevant authorities for further action
Decision-making	✓ Although Tanzania has made considerable efforts to involve women in decision-making processes, the participation of women remains low nationally, and it is worse in the wildlife and NRM sector in general. ✓ Some of the contributing factors include stereotypes against women, negative cultural norms and values, a lack of confidence by women to take up leadership positions, lack of resources, high risks of violence against women, and high illiteracy levels among women in rural areas ✓ Because of the belief that leadership is the preserve of men, women stand very little chance against men for elected positions ✓ Nevertheless, evidence show that increasing women's participation in forest decision-making structures therefore can improve forest sustainability, allowing them to present their concerns, points of view, and needs, and to incorporate their knowledge in the discussion that is important for combating poaching, IWT and enhancement of wildlife management and conservation
Community participation	✓ The wildlife policy framework for Tanzania recognizes and promotes involvement of local community in addressing the challenges in the sector. ✓ The Wildlife Policy (1998) for example, emphasizes local communities' participation in conservation and management of Wildlife through transferring the management of WMA to local communities for taking care of corridors, migration routes and buffer zones ✓ Moreover, the Wildlife Conservation Act establishes the District Natural Resources Advisory Board (DNRAB) for purposes of coordinating and ensuring participation of all stakeholders, including men and women; to support the accrual socioeconomic benefits of the wildlife sectors to the local communities; and to offer sufficient incentives to men and women to protect wildlife resources However, discussion with limited stakeholders and findings from baseline survey by TAWIRI early 2022 revealed that DNRAB membership is usually male dominated, since women face challenge of breaking past strong cultural norms that enshrine leadership in men, The survey also show that the Board is not formally recognized everywhere and certain level of education is required, a factor that places constraints for many women in rural areas as pointed out earlier.
TAWA **Best Gender Practices:** ✓ Maternity leave and allowances	*Gender Gaps* ✓ Staffing: Total staff 1880; female 19.9%

Issue	Areas of concerns, gaps and opportunities
✓ Special transport arrangement for female staff with babies plus babysitter's allowance ✓ Equal access to opportunities among male and female staff based on operational manual which serves as human resources manual	✓ Operations guided by the protection manual (June 2019) and strategic plan (2021/2022-2025/2026) which are gender blind and paramilitary by design ✓ 80% of female staff are found at the ranger post level and they find it difficult to be promoted to upper or senior positions due to low education qualifications ✓ Ranger post lack gender friendly facilities health and safety (e.g. self-first aid kits, self contained facilities (i.e. cottages with water and electricity) ✓ Because of paramilitary approach, privacy is a big challenge. No gender focal point at HQ or in the field. Hence female staff are not able to disclose some personal issues to male supervisors ✓ Some of positions (e.g., driving) are exclusively male dominated since female staff are not attracted to these due to the perceived notion that driving is a male job

TANAPA (RUAHA)

✓ **Best Practices:** ✓ Equal allowances and salaries based on qualification as per organization guidelines ✓ Privacy is ensured during field operations (e.g., each staff have own tents) ✓ Maternity and paternity leave and allowance provided to female and male staff ✓ Female staff allowed to wear comfortable dresses when pregnant	**Gender Gaps** ✓ Staffing: Total staff, 203; female equals to 12.3% ✓ Promotion to senior position: Strictly based on staff performance and level of education. This approach disregards the facts that most female staff posses entry level qualifications (certificates and or diploma) and form a big part of the ranger staff with limited chance of being promoted under current arrangement. Gender parity is not a priority. ✓ No gender focal point at HQ or in the field. Hence female staff are not able to disclose some personal issues to male supervisors

IWT PMU	Gender Gaps/needs ✓ Gender blindness in completed assignments (CNA, national anti poaching and IWT strategy), ✓ Gender neutral training workshops and seminars (e.g., TCG and WMAs) ✓ Gender neutral communications including activity reports ✓ Gender neutral recruitment of facilitators for workshops and meetings ✓ Gender imbalanced Project board for IWT mainly due to the fact that membership to this committee/project board is by virtue of the positions of the members (see table below). ✓ Need on-going gender technical backstopping to implement the gender strategy and action plan

WMA (MBOMIPA)

	Nyamahana:

Issue	Areas of concerns, gaps and opportunities

Villages	✓ Statistics: No. of households 527; total population of 2,124 whereby 1,127 (approx. 53.1%) are women and 997 (approx. 46.9%) are men.
	✓ GM considered in the village governance institutions but not comprehensively and systematically
	  • For instance, Top leadership of the Village (i.e. chairperson and Village Executive Officer) held by women and also 37.5% of members of the VNRC are female
	  • However, all of the members of VGS are men

	Malinzaga:
	✓ Statistics: 1205 households with total population of 5,658 whereby 3110 (approx. 54%) are women and 2548 (approx. 46%) are men
	✓ Like in Malinzaga, GM is considered in the village governance institutions but not comprehensively and systematically
	  • For instance, women in VNRC and land use plan committee constitute 45% and 32 % respectively.
	  • However, women are not engaged in the VGS where all six members are men
	✓ Harmful stereotypes still work against women: VGS tasks are perceived as men's tasks because they are perceived to be too tough to be performed by women who are believed to be "too weak" to perform the VGS tasks

While the findings and recommendations above would not address all gender issues in the wildlife sector, if implemented, many of the recommendations stand to enhance women's power and agency, as well as positively influence the norms and institutions that impact women's involvement in the wildlife conservation and management in Tanzania. Hence these recommendations are used as building block of the IWT strategy and its action plan which are discussed in the next section.

2.0 The Strategy

As described above, this strategy is a tool that has been designed to help the project implementation team which is comprised of both PMU and the implementing partners to promote gender mainstreaming in all project activities by addressing the prevailing gender barriers at all levels.

2.1 Goal and Objectives of the strategy

2.1.1 Goal: The of this strategy is to promote and meet the participation-based requirements of the project but also facilitate and accelerate integration of gender consideration into all components of the project based on the gaps and opportunities identified from the findings presented in 1.2 above.

2.1.2 Specific Objectives
Basing on the findings above and within the overall objective framework of this IWT project, the specific objectives of this strategy are drawn from key indicators under Components 1,3 & 4 of the PRODOC which are mainly aimed at:

i) Increasing the number of local people particularly female (%) who're participating in anti-poaching and IWT monitoring in Ruaha-Rungwa ecosystem

ii) Increasing the number (%) of people, particularly female, involved in anti-IWT activities in the study area, through one of or more of the following: Advertising and spreading a message against wildlife crime; Management measures to prevent HWC; Restoration of degraded habitats (i.e., reforestation); Participation in gender sensitive projects/initiatives for equitable and sustainable income generation

iii) Increasing the number (%) of the female and male population of the study area among the following groups: improved Farming, Government, Infrastructure, Livestock keeping,

Restaurant/hotel, small business, Transport, considering poaching and illegal wildlife trade as a serious threat for their own activity/business and/or the national economy and security
iv)   Increasing the # of local people (female/male) with improved livelihoods via fair sharing of benefits from CBWM and alternative income projects
v)   Increasing the # of enforcement officers with improved knowledge and skills on IWT due to the project interventions (verified by examination)
vi)   Increased % of women in the governance and decision-making positions (e.g., the District Natural Resources Advisory Body (WMA committee).

In addition to the above participatory-based project specific indictors, this strategy promotes additional interventions to promote institutionalization of GM in the entire wildlife sector. This includes measures to promote gender-sensitive institutional strengthening, capacity building, research and incentive arrangements, coordination, communication of gender profile in the wildlife sector and advocacy for changes in social frameworks (e.g., attitudes and mindsets) as well as legal and regulatory frameworks (e.g., policies and guidelines).

2.2 Strategic interventions per component

In order to achieve the four strategy objectives above, this strategy contains a number of strategic interventions that are presented in table2 below:

Table 2: Strategic intervention Matrix

Strategic statement	Strategic Goal	Strategic Objectives	Strategic actions/Implementation Mechanisms	Key Actors	Time Frame (Years)
1.A good part of the legal and institutional framework for wildlife management and conservation recognize the contribution and needs of women in the sector and call for GM. The new 10-year National Antipoaching Strategy is in the final stages of development and has equally not considered gender at all	1.1 To engender the newly developed National Anti-Poaching Strategy (NAS) 2022-2032 by mainstreaming gender in the identified strategic areas/ sections	1.1.1 Gender capacity to enforce national laws and implement bilateral and multilateral agreements enhanced	1.1.1.1 Facilitate women involvement in forensic investigation and artificial intelligence of wildlife crimes	TGC, ZCC, TAWA, MNRT, NTAP	1
		1.1.2 Gender sensitive advocacy and public awareness on anti-wildlife crimes enhanced	1.1.2.1 Ensure inclusion of a good number of stakeholders with particular attention to women, youths, and boys in the identified and defined audience for awareness campaigns and subsequent training and awareness campaigns.	TGC, ZCC, TAWA, MNRT, NTAP, GE	1
			1.1.2.2 Include women, youth, and girls in campaigns at source to discourage the sale and purchase of illegally traded wildlife products 1.1.2.3 Guarantee privacy, anonymity and their security related to their reporting of crimes 1.1.2. 4 Communicate and facilitate access to hotline and other remote reporting platforms to enhance privacy and security of informers/whistleblowers	NTAP, ZCC	1-4
		1.1.3 Gender sensitive studies and youth responsive research on poaching	1.1.3.1 Include identification of priority research areas related to poaching and illegal wildlife trade with focus on GM and women engagement.	TGC, ZCC, TAWA, MNRT, NTAP, GE	1-2

Strategic statement	Strategic Goal	Strategic Objectives	Strategic actions/Implementation Mechanisms	Key Actors	Time Frame (Years)
		and illegal wildlife trade promoted and reported	1.1.3.2 Support Studies and training on priority areas of women rangers to upgrade their qualifications through dedicated funding windows; 1.1.3.3 Support gender-sensitive capacity building on artificial intelligence and forensic science and develop gender sensitive databases, monitoring systems and observatories on illegal wildlife trade		1-2
		1.1.4 Community engagement in conservation and sustainable management of wildlife resources supported	1.1.4.1 Create, promote and support gender sensitive alternative livelihoods to poaching and illegal wildlife trade 1.1.4.2 Manage human wildlife conflicts in order to reduce female workloads associated with responsibility of ensuring food security and minimize the cost of living with wildlife	WMAs, ZCC, TAWA, DGO, GE	1-4
2. While other professions (e.g lawyers) have female professional associations, or platform for strategic dialogues, lobbying, no such arrangements exist within the wildlife sector. This limits	2.1 To establish Gender Mainstreaming coordination mechanism among project partners	2.1.1 An inter-agency gender working group to facilitate implementation of the gender strategy and action plan through mainstreaming it in partners' institutions and operations established	2.1.1.1 Hold high level meeting with respective partners/ agencies to introduce the idea and secure buy-in	PMU	1-2
			2.1.1.2 Prepare and send request to partners for appointing gender focal points (i.e. gender champion) to join the new group.		1-2
			2.1.1.3 Conduct gender training to members of the new gender group in order to sensitize and update members on gender and ensure they are on the same page	PMU, GE	

Strategic statement	Strategic Goal	Strategic Objectives	Strategic actions/Implementation Mechanisms	Key Actors	Time Frame (Years)
the necessary dialogues that would lead to harmonized advocacy and lobbying for increased GM in the sector			2.3.1.4 Prepare terms of reference to guide operations and reporting of this group		
3. The findings of the assessment revealed that the limited representation of women in the conservation sector has nothing to do with a dearth in availability of interested, passionate, and qualified women. Rather, it is more closely tied to access – to training opportunities and conservation networks – and the need for organizational inclusivity which	3.1. To establish target for promoting the increment in number and functions of women in training, procurement, and retention in the MNRT and its agencies agreed	3.1.1 Setting targets for recruitment, retention and hiring of women, youth and girls is advocated at all levels (i.e. from the Ministry level to the village level inline with the provisions of National Wildlife Policy 1998 and the National Gender Policy 2000	Support the development of strong and gender inclusive ZCC and WMA integrated development planning processes and enforcement mechanisms for anti-poaching and IWT for the IWT of wildlife resource management and use.	PMU, TAWA, MNRT, NTAP, WMA, ZCC	2-3
		3.1.2 Gender sensitive data is collected, analyzed, and stored at the Ministry from which it is used to promote GM through informing procurement, hiring and promotion of women within the	3.1.2.1 Compile existing literature on gender analysis in the wildlife sector and organize an information system on gender mainstreaming which will be easily accessible to staff and other stakeholders	PMU, TAWIRI,	1-4
			3.1.2.2 Develop a proposal for conducting a gender needs assessment of the entire Ministry of Natural Resources and Tourism and its agencies from which to develop a Ministry-wide gender mainstreaming strategy and action Plan	PMU, TAWIRI, TAWA, MNRT, TANAPA, NCA, GE	2-4

Strategic statement	Strategic Goal	Strategic Objectives	Strategic actions/Implementation Mechanisms	Key Actors	Time Frame (Years)
makes women feel valued and supported in their roles. Indeed one of the interviewee during the assessment confirmed by revealing that she stayed for one year in one camp (ranger post) which had 24 male staff 1 female (herself). "It was quite isolating and challenging", she concluded. Based on this evidence, it is thus so critical dedicated efforts be made to create such environment as enshrined in both the National Wildlife policy of 1998 and the CCM election manifesto 2021-2025 regarding gender mainstreaming and		MNRT and its agencies	3.1.2.3 Monitor the recruitment and retention of female wildlife experts (i.e., staff and short-term experts) by the IWT partner institutions during the life of the project 3.1.2.4 Monitor GBV cases over the entire project (i.e., among all project implementing partners and in the local communities such as WMAs and village communities	PMU, TAWIRI, TAWA, TANAPA, NCA, GE	1-4
			3.1.2.5 Demonstrate a case for increasing trends on the role of women in law enforcement.	PMU, GE	1-4
		3.1.3 Mechanism (funding) established to support female stuff to upgrade their education qualifications	3.1.3.1 Develop a business case on the rationale for funding female staff from wildlife management and biodiversity conservation institutions to upgrade their academic qualification comparing with male staff	PMU, TAWA	2-3
		3.1.4 Networking and coordination of mechanism for women in the wildlife and NRM sectors established	3.1.4.1 Explore possibilities of establishing of the Association of Women for Natural Resources, Wildlife and Biodiversity Conservation with a view of promoting cooperation and coordination of women voice and leadership in the sector	PMU, TAWIRI, TAWA, MNRT, GE	2-3
		3.1.5 Encourage male support on GM efforts	3.1.5.1 Establish a recognition/ rewards arrangement for male champions who serve as 'change agents' in inspiring other male to value and promote GM in the sector and therefore contributing to the highly desired transformational change	PMU, WMA, TAWA, TANAPA, NCCA	1-4

Strategic statement	Strategic Goal	Strategic Objectives	Strategic actions/Implementation Mechanisms	Key Actors	Time Frame (Years)
women empowerment					
4. The assessment showed that despite progress and agreement on the need to mainstream gender in all walks of life, the capacity to systematically analyze, develop, budget, implement, monitor and report on GM remains weak among many sectors and stakeholders in the country. Therefore, to effectively mainstream gender in the IWT program and the wildlife sector, capacity of different institutions and stakeholders	4.1 To build GM capacity building needs of key institutions and partners identified and strengthened	4.1.1 GM capacity of the PMU, Project board and project implementing partners strengthened	4.1.1.1 Train and sensitize Board members on GM in order to build their understanding and appreciation of GM and secure their buy-in for effective the implementation of the current gender strategy and action plan	PMU, GE	1-2
			4.1.1.2 Use the loophole provided by the IWT PRODOC to address the gender gap when inviting addition participants from target communities to join PSC by giving priority to women and youth in order to close the gender gap since the members are already predominantly male	PMU, TAWA, NCCA, TANAPA	1-4
		4.1.2 IWT project partners facilitated to mainstream gender into their planning and operation processes	4.1.2.1 Identify one or two IWT partner institutions that are ready to embark on the process for mainstream gender in their planning and operations

4.1.2.2 Support partners to conduct a gender analysis including GBV assessments and develop respective GM strategy and action plans. | PMU, TAWA, NCCA, TANAPA | 2-3 |
| | | | 4.1.2.3 Add gender analysis and reporting requirements in the MoUs with partners and terms of references for consultants' researchers. | PMU, TAWA, NCCA, TANAPA | 1-4 |
| | | | 4.1.2.4 Include gender criteria in performance assessment and selection of partners institutions, consultants and other service providers | PMU, TAWA, NCCA, TANAPA | 1-4 |

Strategic statement	Strategic Goal	Strategic Objectives	Strategic actions/Implementation Mechanisms	Key Actors	Time Frame (Years)
involved need to be strengthened.					
			4.1.2.5 Establish a reward mechanism for outstanding performance in GM (e.g., gender analysis and reporting) especially for male gender champions	PMU	2-4
5. A gender sensitive communication is important tool for promoting GM within and outside any institutions. The assessment during this study and experience from elsewhere revealed that a communication plan needs to be developed to guide all channels of communications (letters, face to face, electronic and gatherings) to use appropriate language, venues, timing and other important considerations that impacts women	5.1 To enhance Communication on GM and Women empowerment in the wildlife sector in order to raise the profile of women and youth contribution to and benefit from the sector	5.1.1 Develop gender sensitive Communication and outreach Plan in order to communicate progress, increase visibility of the project efforts in promoting GM in the wildlife sector and raise the profile of women and gender champions in the wildlife management and biodiversity conservation sections	5.1.1.1 Engender all communication outlets (email, letters, reports, social media/blog etc) using gender friendly language and motivations	PMU	1-4
			5.1.1.2 Tailor messages to specific audiences (e.g., politicians, decision-makers, donors etc)	PMU, Partners	1-4
			5.1.1.3 Develop briefs on success stories in tackling cultural attitudes towards engagement of women in the sector, increasing trends on the role of women and youth in wildlife management and biodiversity conservation efforts	PMU, TAWIRI, Partners	2-4
			5.1.1.4 Include gender section on all activity reports (i.e., training, procurement, etc) and other documents resulting from IWT project activities	PMU and Partners	1-4
		5.1.2 All technical meetings, workshops and forums mainstream gender in	5.1.2.1 Ensure invitation letters/memos to meetings, conference and or workshop related to the project contain a clause to encourage women to attend	PMU	1-4

Strategic statement	Strategic Goal	Strategic Objectives	Strategic actions/Implementation Mechanisms	Key Actors	Time Frame (Years)
participation in various activities		planning, implementation and reporting	5.1.2.2 Ensure meeting facilitation is gender sensitive (use gender friendly language, timing and longevity are sensitive to consider women's busy schedules, ensure venue accessibility as well as availability of necessary facilities including WASH services)	PMU	1-4
			5.1.2.3 Provide logistical support where necessary (e.g. pay transport) to facilitate women, youth and other marginalized groups to attend important meetings. Where possible provide additional support for women with babies	PMU, TAWA, WMAs	
			5.1.2.3 Give opportunity to female facilitators and Support female participants with babies (provide babysitters allowance)	PMU	1-4
			5.1.2.4 Make GM a permanent agenda for progress and Board meetings	PMU, Chair of the board	1-4
6. The assessment revealed that despite their worth of knowledge due to their daily engagement in the field (i.e., farms,	6.1 To increase effective involvement of women, men and youth in M+E for antipoaching	6.1.1. Promote (i.e., create and disseminate awareness on) both women and men's engagement in the monitoring activities	6.1.1.1 Using local government authority guidelines for inclusion of women alongside other measures to enhance women involvement including self-esteem and education, ensure women are part of the VNRC and VGS within all villages under target WMAs	WMAs, TCGs, ZCC, PM	1-4

Strategic statement	Strategic Goal	Strategic Objectives	Strategic actions/Implementation Mechanisms	Key Actors	Time Frame (Years)
forest and wild) women are yet to be given adequate opportunity to contribute to effective M+E in the project area under the IWT project. Cognizant of this, successful antipoaching and IWT initiative needs to tap into this potential by engaging women more closely and assuring them of their security and safety	and IWT activities	for antipoaching and IWT			
			6.1.1.2 Develop briefs on success stories in tackling harmful cultural attitudes towards engagement of women in the sector.	WMAs, PMU, GE	2-4
			6.1.1.3 Provide relevant training and skills on M+E for wildlife conservation and management as part of conservation and restoration of wildlife habitats	WMA, ZCC, TCGs	1-4
			6.1.1.4 Provide re-assurance and guarantee protection of their safety and security in line with the whistleblowers and witness Act of 2015	WMAs, ZCC, TCGs	1-4
7. Pervasive poverty and lack of alternative in rural areas are known to be among the reasons for local communities to engage in illegal use of wildlife and other forest products.	7.1 To provide appropriate, reliable and affordable conservation-based, gender friendly, youth responsive livelihood opportunities within the conserving communities	7.1.1 Gender friendly and conservation-based livelihood opportunities identified and supported for women, youth and girls in wildlife management and biodiversity conservation programs	7.1.1.1 Identify and Promote (scale up) gender friendly HWC mitigation measures such as the *Tembo Pilipili project implemented by women in Malinzanga village, whereby women are trained to grow pilipili (Chillies) which are then sold to conservation agencies where it is used to expel elephants*	WMAs, PMU, TAWIRI,	1-4

Strategic statement	Strategic Goal	Strategic Objectives	Strategic actions/Implementation Mechanisms	Key Actors	Time Frame (Years)
Therefore, as part of the solutions to illegal wildlife trade and antipoaching, addressing poverty by providing alternative opportunities and skills for local communities to secure their livelihood is recommended as key strategy with tangible results. However, such alternative solutions need to be gender sensitive embracing the critical role of women including both family care and wildlife management	7.2 To improve business environment, add value and enhance access to market and working capital		7.1.1.2 Facilitate establishment of local microfinancing system such as COCOBA, VICOBA and other schemes for providing credits to female and male for investment in conservation enterprises that in turn reduces involvement in antipoaching and IWT e.g., advocate for prudent and gender responsive use of 25% of revenue collected from game fees as well as the annual fee of $5000	WMA, ZCC, TAWIRI, PMU, GE	2-4
		7.2.1 LGAs funds for Women, youth and people with disabilities accessed by women and men in project areas	7.2.1.1 Facilitate women and men to access LGA fund (the 10% of LGA fund for women, youth and people with disability) to provide them with alternative/ additional funds that will allow them to engage in alternative livelihood activities which in turn reduces their engagement in poaching (mainly men) and encroachment into protected areas	WMAs, DNRAB, PMU	2-4
		7.2.2 Business training and formalization conducted for model entrepreneurs in the project area	7.2.2.1 BDS training provided to appropriate entrepreneurs on various value chains available in respective areas. The training covers all key aspects including climate Smart and value additions and market access for their products including handcrafts, honey, mushroom etc. by doing proper processing, storage and packaging	WMAs, DNRAB, TAWA, TANAPA, ZCC, PMU	2-3
		7.2.3 HWC challenges addressed professionally through gender	7.2.3.1 Train and provide both men and women with appropriate gears for fighting problem animals	TAWA, DGOs, TGS, PMU	

Strategic statement	Strategic Goal	Strategic Objectives	Strategic actions/Implementation Mechanisms	Key Actors	Time Frame (Years)
		sensitive strategies/ approaches			
			7.2.3.1 Facilitate formalization of their business as part of value addition through registration of their businesses, packaging, labelling and certification with relevant authorities including BRELA, TMDA, among others	WMAs, TAWA, TANAPA, ZCC, PMU	1-4
8 The assessment for this study revealed that involvement of women at local levels is constrained in part by the harmful gender norms that work against women in favor of men. Unpaid household care responsibilities also impacts women denying them the needed time to engage in other productive work.

Therefore, effort is needed to fight | 8.1 To promote involvement of women in leadership and decision-making at the village levels | 8.1.1 Interests and involvement of women, youth and girls in various governance and decision-making positions at the village levels promoted and increased | 8.1.1.1 Sensitize village government and communities on the role and contribution of women in VGS, VNRCs and other leadership positions.

8.1.1.2 Identify male gender champions at different levels and in different context (e.g. management level, field level) who can lead the change and engage them accordingly | WMAs, PMU, ZCC, TAWA, RUAHA | 1-4 |
		8.1.2 Campaigns to encourage/ sensitize women and youth to vie for leadership position in the natural resources committees at Village level launched	8.1.2.1 Organize women leadership courses, exchange visits or convening to build confidence	PMU, WMA, ZCC, TAWA, WMAs	2-4
			8.1.2.2 Implement household level interventions on behavior change to encourage more women and youth to seek leadership positions in natural resource management and create male champions to support them.	WMA, TAWA, ZCC, TAWA	1-3
			8.1.2.3 Provide follow up support to motivate and mentor women, youth and girls in order to build their confidence in their new roles	WMA, TAWA, ZCC, TAWA, PMU	1-4

Strategic statement	Strategic Goal	Strategic Objectives	Strategic actions/Implementation Mechanisms	Key Actors	Time Frame (Years)
the pervasive norms to change mindset of the society and women themselves regarding the potentials and capability for contributing positively in the wildlife sector			8.1.2.4 Explore and or organize women-women information sharing and exchange sessions between different WMAs to influence, motivate and instill appetite for leadership	WMA, TAWA, ZCC, TAWA, PMU	1-4
		8.1.3 Traditional authorities engaged effectively to bring changes since they play an important role in maintaining beliefs and practices and have the power to bring about change	8.1.3.1 Engage traditional authorities full in the process of changing harmful, long held norms and belief that affect women, youth and girls involvement in conservation initiatives. This may be done through consultative and engagement approaches as opposed to challenging and confronting approaches	WMA, TAWA, ZCC, TAWA, PMU	1-4
	8.2 To increase the number of women representatives in the governance and leadership position at the WMA levels	8.2.1 Promote increased involvement of women, youth and girls in governance and decision-making at WMA level	8.2.1.1 Support MBOMIPA in formulation of gender responsive, youth friendly guiding documents and tools including new constitution business plans and strategies	WMAs, ZCC/ TAWA, PMU, GE	1-2
			8.2.1.2 Train the new MBOMIPA Board team on GM and sensitize them on the same for their gender sensitive deliberations, planning and decision-making	WMAs, ZCC/ TAWA, PMU, GE	1-2
			8.2.1.3 Engage with Waga and Umemaruwa WMAs to train and orient them on gender and support them to mainstream gender in their operations including increasing the number of women and youth	WMAs, ZCC/ TAWA, PMU, GE	1-2

Strategic statement	Strategic Goal	Strategic Objectives	Strategic actions/Implementation Mechanisms	Key Actors	Time Frame (Years)
			representatives in leadership and governance positions (the council, DNRAB		
			8.2.1.4 Sensitize WMAs to prioritize gender sensitive and youth friendly investments when deciding on the use of conservation funds such as the 25% from Game fees and annual game fee of $5,000 respectively	WMAs, ZCC/ TAWA, PMU	1-4

3.0 Implementation Arrangements

Inline with the implementation arrangement for the IWT project, overall responsibility for implementation of this strategy lies within the PMU. This includes ensuring effective implementation, monitoring and reporting on both progress and achievement to the project board. The PMU also responsible for ensuring availability of resources-both technical and financial- for implementation of the various actions proposed in the above matrix as well as seeking partnerships for implementation of the various activities.

However, given the size of the current gender gap within the wildlife sector and presence of different implementing partners involved in this project, it is also recommended to establish an inter-agency Gender Working Group to support the PMU in the implementation of this strategy and its action plan. This group will be comprised of gender focal points (i.e., gender champions) from partner institutions who will be nominated by partner institutions at the request of the PMU. This group will endeavor to have a good representation of male and female members-based on government's guidelines (i.e., a minimum of one-third being women) and will be provided with clear terms of reference to guide its operations. It will report to the project board and the PMU will serve as the secretariat for its operations.

A specific ToR will need to be developed by the PMU to elaborate on the key roles and functions which will include inter alia, the role of a champion responsible for training, sensitization and mentoring of fellow staff in their organizations regarding gender mainstreaming. The champions will also coordinate gender mainstreaming actions within respective agencies by participating or providing technical inputs in their relevant organization's task teams and committees in order to ensure all opportunities (e.g., research, feasibility studies, training, budgeting, procurement, monitoring, evaluation etc.) for GM within partner institutions are utilized effectively. In view of these mandates, the group will need to be capacitated through training, sensitization and mentoring them so that they can perform the tasks more confidently. Among other things, the training should primarily focus on new strategy and action plan as well as broader opportunities emerging in the field from coordination with other government and other development partners' initiatives on GM

In addition to sensitizing and capacitating the inter-agency gender group, it will also be paramount to present this strategy and its action plan to the project board/project steering committee to enhance its awareness and appraisal of this important framework. Progress and achievement made will be linked directly to the objectives of the IWT project as outlined in the PMF. As necessary, progress made shall be documented and shared widely to a range of stakeholders including newspapers, TVs, local radio, social media and others.

4.0 Monitoring and evaluation

Monitoring of the implementation of the various activities under action plan for this strategy will be done through the main IWT Project Result Framework (PRF). The PRF contains relevant M+E parameter including objectives and Outcomes indicators, baseline information, midterm term target, end of project target as well statement of the assumptions. To align with this framework, relevant gender mainstreaming interventions have been integrated throughout the PRF parameters and where possible independent indicators have been suggested therein to allow seamless tracking and or monitoring of the whole project contribution of the project on GM in the wildlife sector. In view of this, monitoring and evaluation of this strategy will be conducted in accordance with the rest of the IWT project in terms of timing and frequencies (e.g., quarterly and annually as well as during midterm and terminal evaluation).

However, when needed, a slightly modified approach may be adopted by the PMU in order to address the specific needs at hand. An example is when the project team may want to have a more representative sample of female interviewees than male interviewee or vice versa in order to understand in greater details the influence of social-cultural factors, norms and taboos on involvement of women/men in the entire wildlife sector. Evaluation of the strategy during the midterm and end terminal evaluation would help be to ensure validity in terms of relevancy, effectiveness, coherence, impacts and sustainability of the proposed interventions against the rapidly changing world in terms of social, economic, technological contexts.

Methodologically, a combination of qualitative and quantitative evaluation methods is recommended, as these reviews would allow identification of progress made, as well as challenges/obstacles encountered so that rectification measures can be devised and implemented timely.   However, to be most relevant and effective, the use of proxy and default data should be avoided. Actual gender responsive data and lessons should be collected and analysed for selected projects activities that have significant bearing on women such as the impacts of HWCs, formulation of the WMA, involvement of women in the governance and leadership position wildlife management institutions but also sharing of benefits from wildlife products/services.

5. Communications and Reporting

In order communicate progress and increase visibility of the project efforts in promoting GM in the wildlife sector, the PMU will develop a gender focused outreach and communications materials that raise the profile of women and gender champions in the wildlife management and conservation section. Accordingly, communication plans will be developed and implemented to clarify specific audiences and messages that will be developed to promote involvement of women in wildlife management and conservation and create social recognition of their contribution. These will be delivered through various media including social media, videos, radio and written articles/media for all components of the project. Where possible, PMU either directly or through partners, will organize imaginative and creative social events such as netball, volleyball and female football tournaments that have high visibility and communication effect as witnessed under the "Strengthening the Protected Area Network in Southern Tanzania -SPANEST" project implemented jointly by UNDP and the Tanzania National Parks TANAPA-in Southern Tanzania from 2011 to 2016[3].

Further, as discussed in section 3 above, communication of progress and achievements on promoting GM in the sector will also be implemented through progress reports, participation in workshops, conference and fora's related to the wildlife and broader natural resources management and forestry.

Moreover, the PMU, based on the needs, will assist in the development of concept notes, project documents, research and stories that supports partners to promote gender mainstreaming in the programming and operations. Depending on the circumstances, PMU will do this by itself or may engage consultants to support this work.
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[3] https://erc.undp.org/evaluation/evaluations/detail/8612