



Department  
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## Darwin Initiative Capability & Capacity: Annual Report

To be completed with reference to the "Project Reporting Information Note":

(<https://www.darwininitiative.org.uk/resources/information-notes/>).

It is expected that this report will be a **maximum of 20 pages** in length, excluding annexes)

**Submission Deadline: 30<sup>th</sup> April 2025**

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- **Darwin Initiative Project Information**

Project reference	DARCC047
Project title	Improving habitat and livelihoods through equitable governance and effective management.
Country/ies	Tanzania
Lead Organisation	Honeyguide
Project partner(s)	Makao WMA
Darwin Initiative grant value	£129,501.00
Start/end dates of project	1st April 2024
Reporting period (e.g. Apr 2024 – Mar 2025) and number (e.g. Annual Report 1, 2, 3)	Apr 2024 - Mar 2025
Project Leader name	Maximillian Msack
Project website/blog/social media	<a href="#">Honeyguide Foundation</a>
Report author(s) and date	Maximillian Msack March 2025

## 1. Project summary

### Project Background

Makao Wildlife Management Area (WMA), covering 769 km<sup>2</sup> in Meatu District, Simiyu Region, Tanzania, serves as a vital ecological corridor linking Serengeti National Park, Ngorongoro Conservation Area, and Maswa Game Reserve. Owned collectively by nine villages, Makao WMA supports approximately 33,000 residents from the Sukuma, Datoga, Hadza, and Nyaturu communities. Currently, revenue generated through photographic and hunting tourism significantly benefits local communities, with 50% reinvested into essential local services such as schools, healthcare facilities, and infrastructure. Philanthropic partners, including the Friedkin Conservation Fund and Frankfurt Zoological Society, provide valuable technical and financial support, reinforcing community efforts towards improved governance and financial accountability. Recent recruitment of a professional manager and accountant further highlights Makao WMA's commitment to strengthened institutional governance and operational transparency.

Despite these strengths, significant operational challenges persist. An IIED SAGE assessment conducted in December 2022 highlighted critical governance concerns, including power imbalances and undue political influences affecting decision-making processes. Additionally, the absence of standardized operational frameworks, clear human resource procedures, and transparent financial management practices continues to hinder overall effectiveness. Enforcement remains severely limited, relying on only 33 seasonal scouts and a single ranger post to monitor and protect the vast area, leaving approximately 60% of the hunting block vulnerable to habitat encroachment and increasing incidents of human-wildlife conflict, particularly involving elephant crop raids. These conflicts negatively impact farmer livelihoods and erode local community support for conservation initiatives.

### Beneficiaries

- Local households (≈33,000 people): Including smallholder farmers, pastoralists, women's groups, and youth dependent on agriculture, grazing, and tourism including the Authorized Association members (21 elected representatives): Empowered to represent village interests transparently and effectively.
- WMA staff and leadership: Enhanced capabilities in governance, financial management, and conflict resolution.

### Biodiversity and Human Development Challenges

- Biodiversity threats: Habitat degradation and illegal encroachment jeopardize the critical ecological corridor, impacting wildlife migrations.

- Livelihood risks: Persistent human-wildlife conflicts, notably elephant raids and livestock predation, exacerbate food insecurity and perpetuate cycles of rural poverty.

## Project Aim and Response

The two-year initiative, titled *Improving Habitat and Livelihoods through Equitable Governance and Effective Management*, directly addresses existing capacity gaps by:

- Strengthening governance: Developing clear policies, establishing robust conflict-resolution mechanisms, and reinforcing an Authorized Association structure reflective of village priorities.
- Enhancing financial transparency: Training WMA leadership and staff in budgeting, auditing, and quarterly reporting, ensuring equitable allocation of tourism revenues to community development.
- Improving enforcement and mitigating human-wildlife conflict: Expanding village-led patrols and crop-protection efforts to reduce elephant crop damage by at least 50%, while extending sustainable management practices across approximately 50,900 hectares by 2025.

By combining professional management strategies with robust community involvement, the project seeks to protect vital biodiversity, improve household food security, and establish a resilient governance model replicable across Tanzania's WMAs.

## Project Location

Makao WMA is situated in Meatu District, Simiyu Region, northern Tanzania, and includes seven agro-pastoral villages: Makao, Mwabagimu, Jinamo, Mbushi, Iramba Ndogo, Sapa, and Mwangudo. These villages are located around the Bubu, Nsunga, and Mwabebe wetlands. The area serves as a critical ecological corridor connecting Serengeti National Park, Ngorongoro Conservation Area, and Maswa Game Reserve, supporting both biodiversity conservation and community livelihood

## 2. Project stakeholders/ partners

### Partner and Stakeholder Engagement

#### Community Co-Implementation

Makao WMA's management is driven by its Authorized Association (JUHIWAPOMA), composed of 21 elected representatives from the seven member villages. These local leaders anchor the project's legitimacy and ensure village-level priorities guide decision-making. Village Crop Protection Teams (VCPTs), now numbering over 114 active volunteers, were formed across all member villages to implement and monitor human-wildlife conflict (HWC) solutions.

These teams co-designed practical mitigation measures successfully reducing elephant crop raids in priority hotspots during the 2023 season.

#### District and Government Institutions

The Meatu District Council played a key role whereby the district Natural Resource Officers actively participated in quarterly performance reviews, ensuring compliance with regulatory standards.

### **3. Project progress**

#### **3.1 Progress in carrying out project Activities**

Over the reporting year, the project advanced all four outputs through a series of targeted activities.

**For Output 1 (“Makao WMA is professionally managed”)**, the team provided leadership and management support to the Makao WMA leadership, including the AA, the Board of Trustees, and staff.

Under Activities 1.1 and 1.2, the team facilitated structured leadership development through dedicated training sessions and peer-learning exchanges with other WMAs. These engagements helped clarify roles, responsibilities, and leadership practices among both governance and management bodies. A key milestone under Activity 1.5 was the finalization and official approval of an integrated Human Resources, Finance, Administration, and Procurement Policy Manual, which formalized staff roles, Village Game Scout (VGS) responsibilities, and financial procedures. Complementing this, an external operational review recommended and initiated an annual audit process (Activity 1.6) to institutionalize compliance and accountability.

Building on a baseline where formal planning was limited, these improvements laid the groundwork for effective and transparent governance. By mid-2024, the Makao WMA had mobilized a cumulative TZS 954 million in revenue from a strategic hunting investment, which was channelled into core operational needs, livelihood initiatives, and natural resource protection from February to August 2024. This demonstrated marked improvement in financial flow management and allocation.

In parallel, significant investment was made in strengthening protection and monitoring systems. From April 2024 to March 2025, SMART conservation software was used to guide and document 453 patrols, comprising 261 foot patrols, 10 motorbike patrols, and 299 vehicle patrols, covering a combined 14,393.47 km. These efforts led to the detection of 105 incidents, including 67 livestock incursions, 14 human-wildlife conflict events, 13 poaching-related cases (12 involving bushmeat and one fleeing suspect), 7 wildlife carcasses, and 4 wildfires. These incident records provide critical real-time feedback for adaptive patrol planning.

Moreover, the deployment of GIS technology allowed for spatial tracking and verification of patrol coverage. Between October and December 2024, scouts patrolled 62,800 hectares, and a further 62,368 hectares were covered between January and April 2025. Cumulatively, the monitoring accounted for 71,601 hectares of active coverage, reflecting overlapping areas and frequency of patrols. The integration of SMART and GIS tools significantly improved transparency, operational oversight, and the ability to identify and address monitoring gaps, contributing directly to more strategic conservation efforts and area integrity.

**For Output 2 (communications and stakeholder information),** progress has been more gradual. The project has developed initial communications materials and plans (Activities 2.1–2.4). In this period, staff drafted an outreach strategy and began preparing an awareness film for the community. These efforts address a prior baseline of poor stakeholder awareness. While not all activities in this output are complete, the WMA has established a regular schedule for reports and community information (e.g. monthly meeting minutes are circulated), indicating steady progress toward enhanced transparency.

**Output 3 (equitable governance and conflict management)** saw potent activity. The WMA convened three inclusive stakeholder workshops in March 2025 that directly delivered Activities 3.1–3.4. On 19 March, over 60 stakeholders, including farmers, pastoralists, beekeepers, and traditional leaders, attended a training session on natural resource use conflicts. The next day, on 20 March, 42 pastoralists and community members participated in a rangeland management workshop. A final session on 22 March engaged 45 representatives (farmers, women's groups, cultural guides and others) in formulating a joint resource-conflict forum. These sessions employed participatory group work and plenary dialogues to foster a shared understanding of governance roles and draft local conflict-resolution guidelines. As a result, the communities have drafted a framework for an ongoing stakeholders' forum (Activity 3.4) and begun integrating women and youth into WMA governance (Activity 3.1). These events also directly contributed to Activity 3.2: for example, group discussions defined the need for a formal conflict-resolution mechanism for the Board of Trustees. In summary, the outcome of these activities is that Makao now has a functioning schedule of quarterly meetings and a stakeholder forum process in development. The positive engagement observed shows that the project has built momentum for participatory governance.

**Under Output 4 (HWC mitigation and livelihoods):** Makao WMA has made substantial progress in addressing human–wildlife conflict (HWC), particularly elephant crop-raiding, through targeted and community-led interventions. As part of Activity 4.2, the project recruited four community data collectors from a competitive pool of 114 applicants to strengthen field-level incident reporting. In parallel, each of the seven WMA villages established a five-member Village Crop Protection Team, resulting in a coordinated network of 35 trained individuals. These teams were equipped with standardized human–elephant conflict toolkits (Activity 4.1), including chili

crackers, torches, and horns and received practical training to ensure readiness and safety. Annual engagement meetings with these teams were institutionalized (Activity 4.3), creating consistent feedback loops between WMA staff and community responders.

Early field results show promising signs of impact. Patrol summaries from February and August 2024 indicate that some months recorded zero elephant damage in key agricultural areas, a significant improvement compared to past patterns. Incident monitoring has also been strengthened through the use of the Kobo Toolbox, which enables real-time data collection and transmission. Between February and August 2024, Village Crop Protection Teams recorded 294 crop-raiding incidents, of which 288 occurred at night. Notably, 292 of these incidents involved elephants, underscoring their role as the primary source of conflict, with only two incidents involving wild pigs.

The spatial distribution of incidents highlights Sungu (67 cases), Mbushi (60), Jinamo (38), Iramba Ndogo (29), and Mwangudo (9) as the most affected villages. This data is now informing patrol planning and resource allocation, allowing for a more strategic and equitable response to community needs. By formalizing protection structures, digitizing incident monitoring, and investing in locally driven responses, the WMA has shifted from reactive crisis management to proactive conflict mitigation. These gains have contributed not only to safeguarding crops and reducing economic losses but also to strengthening community trust in the WMA's role. Building on this momentum, the 2025/2026 cycle will continue to scale and refine these efforts, ensuring that livelihoods are increasingly secured through informed and community-owned conservation practices.

### 3.2 Progress towards project Outputs

**Output 1 (Management capacity):** *Baseline:* At project inception, Makao WMA had no formal business plan or standardised policies; operations were largely ad hoc. By March 2025, Makao had drafted its first long-term business sustainability plan (still in draft) and financial management manual (Activities 1.1, 1.3), and updated its budget and planning tools. Key policies, such as procurement and stakeholder engagement, have been developed. These tools are now being implemented in WMA operations – for example, financial reports for 2024 show multi-party review, and audits from Honeyguide and the external parties are being scheduled. *Evidence:* The revenue generated of 949 million TZS equivalent to \$400000 (February–August 2024) for WMA funds indicates that the WMA is mobilising revenues in line with the new financial systems control. *Likelihood of achieving Output 1:* High. With the major management plans drafted and stakeholder-approved (baselines were essentially zero), Makao appears on track to have “all necessary control systems” in place by project end. Ongoing board oversight and continued training (Activity 1.6 audits) should ensure full adoption of these systems.

**Output 2 (Communications):** *Baseline:* Before the project, Makao lacked structured outreach materials and communication channels, relying solely on occasional village meetings. *Change:*

We have observed the WMA initiating the production of communications outputs, including a quarterly meeting and an awareness film, which is currently in development. The WMA have also established stakeholders forums as means of reaching broader communities in Natural resource use, rangelands and grazing, HWC as well as the joint forums which increase awareness of the community regarding WMA matters. (Activity 2.4). WMA meeting minutes and activity reports are now regularly recorded and shared (2.3). These address some indicator targets (e.g. three new communication methods). *Evidence:* Although no final materials were externally published during this period, The film is on its final stage of development, for the publications the experts have been engaged and scheduled to undertake the work. *Likelihood:* High. The remaining work (e.g. film production and the publications ) is on the development stage.

**Output 3 (Governance and Conflict Management):** *Baseline:* Governance structures were in place, but with limited stakeholder input and no transparent conflict resolution processes. *Change:* The stakeholder workshops delivered (3.1 -- 3.4) show marked improvement: over 100 community representatives have now learned about and taken part in WMA decision-making (42 in rangeland, 45 in HWC, 60 in natural resource workshops and 60 formed joint forums with representatives from each group). A draft conflict management guideline is being prepared (Activity 3.2) based on the outcomes of these workshops. The project also helped clarify roles: women's and youth participation has increased noticeably in leadership discussions. There were also technical training conducted on financial management, HR training as well as legal and WMA laws trainings *Evidence:* Established stakeholders forums, the documented training sessions themselves, with participant lists and reports, demonstrate that Makao is on track to meet indicators 3.1–3.4. *Likelihood:* High. The intensive consultations have built strong buy-in; with the participants already planning the next quarterly meeting and working groups, we expect Makao to meet its target of formal governance mechanisms and conflict guidelines by 2025.

**Output 4 (HWC mitigation and livelihoods):** At baseline, all seven Makao WMA villages experienced frequent elephant crop raids with no organized protection systems in place. There were no trained response teams, no systematic data collection, and incident response was reactive and inconsistent. The project introduced a structured, community-led model to address this challenge. A key milestone was the formation of seven Village Crop Protection Teams, made up of 114 trained volunteers, supported by the recruitment of four community data collectors under Activity 4.2. These data collectors were equipped with motorbikes to enable rapid response and consistent reporting, while the WMA also dedicated and maintained a full-time crop protection vehicle to reinforce field operations. Protection teams received comprehensive training in non-lethal deterrents—such as chili briquettes, solar lights, and torches (Activity 4.1)—and began regular field deployments and annual coordination meetings (Activity 4.3), creating an accountable, village-embedded system for seasonal crop protection.

These interventions have led to measurable improvements. Monthly patrol reports for February, August, and October 2024 reflect a reduction in elephant incursions, with October showing zero recorded incidents in core farmland areas following intervention rollout. From February to August 2024, 294 HWC incidents were recorded via the Kobo Toolbox, with 288 occurring at night. Elephants were responsible for 292 of these cases, affirming their dominance as the primary conflict species, while only two incidents involved wild pigs. Spatial analysis further highlighted Sungu (67), Mbushi (60), Jinamo (38), Iramba Ndogo (29), and Mwangudo (9) as the most affected villages. The availability of accurate, real-time data has enhanced patrol planning and enabled evidence-based decision-making. Encouragingly, protection teams have started promoting ‘elephant-friendly’ farming practices among peers, signalling behavioural shifts that extend beyond deterrence alone.

Looking ahead, the likelihood of sustained and scalable impact is strong. With all village teams in place, a functioning data collection framework, continuous toolkit distribution, and a standby vehicle, the WMA now possesses the operational infrastructure to meet its goal of halving elephant-related crop damage by the project’s end. Initial trendlines suggest a clear reduction in losses, while the community-led nature of the intervention ensures long-term ownership and resilience. These efforts not only reduce economic vulnerability for farming households but also deepen trust in conservation systems designed to work for people and nature alike.

### **3.3 Progress towards the project Outcome**

The intended Outcome is that *Makao WMA is professionally managed, equitably governed, has secured long-term financial resilience and provides valuable social services to its community*. We assess this by examining outcome indicators, including management capacity, WMA revenues, and area under protection.

- **Management and governance:** The project’s capacity-building efforts (above) have already led to concrete improvements, including the development of new policies and the training of leadership. Project records note that Makao’s management was perceived as more transparent and effective by village leaders in a mid-term evaluation. The upcoming MAT audit is expected to confirm these gains. Indicators 0.1 (organisational capacity) target an improvement; qualitative evidence from meeting minutes and audit preparations suggests Makao is well above baseline performance.
- **Financial resilience:** The baseline annual WMA revenue was about US\$80,000 in 2022. As of August 2024, Makao reported approximately TZS 949 million (~US\$400,000) paid into the WMA fund (from the hunting investment). This suggests that revenues have already roughly quintupled baseline levels, well beyond the 20% growth target. The funds are being allocated through the new business plan. The Makao income has now stabilised, given new investor commitments, and the revenue target should be met.



- Simultaneously, the WMA scaled up protection efforts using SMART conservation software and GIS-based patrol tracking, embedding accountability and precision into field operations. From April 2024 to March 2025, the protection team conducted 453 patrols, including 261 on foot, 10 by motorbike, and 299 by vehicle—covering a total of 62,800 hectares. These efforts led to the documentation of 105 incidents, including 67 cases of livestock incursion, 14 human–wildlife conflict events, 13 poaching-related incidents (12 involving bushmeat and one fleeing suspect), 7 wildlife carcasses, and 4 wildfires. GIS analysis revealed that between October 2024 and April 2025, patrols covered a total of 71,601 hectares, enabling real-time assessment of patrol effectiveness and ensuring coverage of all key conservation zones. The combined use of SMART and GIS has significantly enhanced monitoring transparency, data accuracy, and the WMA’s ability to quickly identify and address gaps—contributing directly to both ecological protection and professionalized management.

### **3.4 Monitoring of assumptions**

There is no critical sign of failure in the assumptions. The project’s collaborative approach, underpinned by structured capacity-building, participatory processes, and stakeholder engagement, has contributed to effective risk management.

**Assumption 1** (that Makao management will implement the new tools and training) has been held. The WMA leadership has actively participated in all key trainings, including leadership and governance, financial management, procurement, conflict resolution, and stakeholder engagement. Notably, the HR Manual was finalised and approved, and economic systems have been strengthened through the implementation of budget plans and procurement guidelines. The management team, comprising the WMA Manager, Accountant, and 32 Village Game Scouts (VGS), now operates within these structured systems. If uptake had stalled, the project planned for additional coaching; however, this has not been required due to strong engagement and commitment from Makao’s leadership and staff.

**Assumption 2** (clear separation between governance and management) is evident and functional. Governance is executed through the Authorised Association (AA), with 18 democratically elected members who provide oversight and approve policies, budgets, and strategic decisions. Management is responsible for the day-to-day operations, with clear accountability lines between the two structures. The AA conducted three governance meetings in the reporting period to review work plans and financial reports. At the same time, the management team handled operational execution, including patrol deployments and HWC mitigation activities. Trust between governance and management remains high, bolstered by ongoing coaching and governance training. Although the new constitution is pending approval, this has not impeded progress.

**Assumption 3** (positive WMA-community relations) remains valid and is strongly supported by the project's engagement evidence. Seven Village Crop Protection Teams (VCPTS) were formed, each with five members (114 individuals in total), recruited transparently from the seven most-affected villages: Makao, Sungu, Iramba Ndogo, Shushuni, Mbushi, Jinamo, and Mwangudo. Community participation has been robust across project activities: 60 stakeholders engaged through the Natural Resource Forum, 42 pastoralists through the Grazing Forum, 40 VCPT leaders and government officials through the Human-Wildlife Conflict Forum. These structured platforms reflect genuine cooperation and shared ownership between the WMA leadership and community members.

**Assumption 4** WMA Authorized Association and management implement good governance practices learned.

Governance practices promoted by the project have started to be embedded in Makao's operations. The AA and management now adhere to clearer procedures for transparency and accountability. For instance, the AA holds scheduled meetings with set agendas and documents minutes, and management prepares periodic financial reports for review. The new financial policy is being applied: the AA approved the latest operational budget prepared by the manager, and expenditures are tracked against it. A rudimentary internal audit has been conducted under the finance policy, and procurement of goods now follows the drafted procurement guidelines. The HR policy (provided in Kiswahili) has guided the first round of transparent staff recruitment and performance evaluation. Committees under the AA have been established to oversee key areas (anti-poaching, patrol equipment and community welfare), as recommended in training. Overall, these steps demonstrate that the WMA is adopting the good governance principles delivered by the project. While there is still work to fully institutionalize all practices, the AA and management have begun applying what they learned (budget transparency, record-keeping, inclusivity) in concrete ways. The assumption that they will implement good governance is supported by these observable changes.

Assumption 5 (community crop defence) is also confirmed. (VCPTs) comprising 114 trained volunteers and four community data collectors equipped with motorbikes, supported by a full-time crop protection vehicle. Prior to the project, all seven Makao WMA villages faced frequent elephant raids with no organized defence or data systems in place. With training in non-lethal deterrents such as chili briquettes, torches, and solar lights, the VCPTs now conduct regular seasonal patrols and engage in structured coordination meetings with WMA staff. Between February and August 2024, 294 crop-raiding incidents were recorded using Kobo Toolbox, with 288 occurring at night and elephants responsible for 292, indicating a focused and effective response. Patrol data from October 2024 showed zero incidents in core farmland zones, marking a significant improvement from the baseline. These results confirm that the community-led system has become an effective frontline defence, with strong potential for sustained impact and achievement of the target to halve elephant-related crop damage by project end.

Assumption 6 (long-term investor support) is supported by the actual funds received: 949 million TZS was paid into Makao WMA's operational fund by the hunting investor between February and August 2024. This revenue demonstrates investor confidence and commitment, directly contributing to the project's financial stability. These funds are managed transparently in accordance with the approved financial policies and business plan.

Overall, no primary mitigation has been required across the assumptions. The project's design, emphasising joint monitoring, participatory planning, and inclusive stakeholder forums, has effectively addressed potential risks. Contingency measures, including the option for additional conflict-resolution coaching and responsive governance engagement, remain in place to address any future issues that may arise.

### **3.5 Achievement of positive impact on biodiversity and multidimensional poverty reduction**

As of August 2024, Makao reported approximately TZS 949 million (~US\$400,000) paid into the WMA fund (from the hunting investment). This suggests that revenues have already roughly quintupled baseline levels, well beyond the 20% growth target. With the current revenue growth continuing, the WMA will be able to fund education and health projects (social services) in member villages, directly reducing poverty. More wildlife will be conserved because the WMA now has better management and community buy-in.

Even at this early stage, tangible short-term impacts on both livelihoods and biodiversity are visible. By March 2025, over 100 community members across all WMA villages came together to formulate different forums on natural resources use, Grazing and rangelands, HWC as well as a joint forum with representation from all other forums. Also the formation of 114 local crop protectors and 4 data collectors) means the community have assurance of harvesting with significant reduction in crop destructions.

## **4. Project support to the Conventions, Treaties or Agreements**

The Makao WMA project directly contributes to global biodiversity and climate goals. Its conservation activities protect *endangered species* and maintain critical habitats, supporting objectives of the Convention on Biological Diversity. The WMA's forests and wetlands act as significant carbon sinks, regulating local climate and contributing to climate change mitigation. By preventing deforestation and land degradation in Makao's 601 km<sup>2</sup>, the project also aligns with the UN Framework Convention on Climate Change goals. At the national level, all activities comply with Tanzanian environmental laws, such as the Wildlife Act and Land Acts, as well as the WMA Regulations of 2018, which implement international conservation commitments. In summary, the project supports global agreements through on-the-ground protection of biodiversity and climate services, and by developing sustainable use and governance models in line with SDG 15 (Life on Land) and SDG 13 (Climate Action).

## 5. Gender Equality and Social Inclusion (GESI)

GESI Scale	Description	Put X where you think your project is on the scale
<b>Not yet sensitive</b>	The GESI context may have been considered but the project isn't quite meeting the requirements of a 'sensitive' approach	
<b>Sensitive</b>	The GESI context has been considered and project activities take this into account in their design and implementation. The project addresses basic needs and vulnerabilities of women and marginalised groups and the project will not contribute to or create further inequalities.	
<b>Empowering</b>	The project has all the characteristics of a 'sensitive' approach whilst also increasing equal access to assets, resources and capabilities for women and marginalised groups	X
<b>Transformative</b>	The project has all the characteristics of an 'empowering' approach whilst also addressing unequal power relationships and seeking institutional and societal change	

The project mainstreams gender and social inclusion in its governance strengthening. Specific policies have been developed to empower women and youth: for example, the WMA drafted a *Women's and Youth Empowerment Policy* to ensure equitable participation. Workshops explicitly address inclusion, for example, a governance training module on "the role of women and youth in governance structures." In practice, the selection of village representatives is designed to be inclusive. For instance, the four community data collectors and 114 crop-protection team members were chosen to represent all villages, ensuring broad community ownership.. Ultimately, the project's capacity-building and governance efforts explicitly integrate GESI considerations, enabling women, young people, and other marginalised groups to participate fully in decision-making.

## 6. Monitoring and evaluation

Monitoring and evaluation (M&E) are embedded throughout the project, utilising the project log-frame and performance frameworks as the tracking backbone, with bi-monthly team meetings to review progress. For example, the governance and training interventions are assessed through pre- and post-training tests, and the WMA's Management Assessment Tool (MAT) is used periodically to track institutional improvements.

SMART conservation software patrol reports provide quantitative M&E data between April 2024 to March 2025, whereupon the team conducted 570 patrols, including 261 foot patrols, 10 motorbike patrols, and 299 vehicle patrols. These patrols collectively covered a total distance of 14,393.47 kilometers (4,229.31 km on foot, 170.43 km by motorbike, and 9,993.73 km by vehicle)

demonstrating a significant investment of time and resources in monitoring for safeguarding the area. During this period 105 incidents were recorded: 14 incidents of human-wildlife conflict, 67 cases of livestock incursion, 7 wildlife carcasses, and 13 poaching-related incidents, including 12 cases involving bushmeat and 1 involving a suspect who fled. Additionally, 4 occurrences of wildfires were documented.

GIS software was also applied to analyse daily patrols conducted by scouts. Data collected from SMART indicated that scouts covered 62,800 hectares of Makao Wildlife Management Area (WMA) between October and December 2024, and 62,368 hectares from January to April 2025. This monitoring allowed for accurate tracking of patrolling activities and assessment of area coverage over time. In total, 71,601 hectares of the Makao WMA were covered during the entire monitoring period. The use of SMART and GIS tools enhanced transparency and efficiency in evaluating patrol performance, ensuring that key conservation areas were regularly monitored and any gaps in coverage could be quickly identified and addressed.

The Makao Wildlife Management Area (WMA) has conducted several initiatives to support conservation, sustainable wildlife management, and community engagement. These efforts included data collection training to help village crop protection teams document crop damage and use Human-Wildlife Conflict (HWC) toolkits, with tools such as flashlights and Roman candles, to deter elephants. Training also covered the Kobo Toolbox app for data collection. A refresher session reinforced previous knowledge and included practical exercises, benefiting 114 participants from six villages. Additionally, 35 HWC toolkits were distributed to mitigate crop damage.

Human-wildlife conflicts are tracked using Kobo Toolbox, enabling real-time data uploads. The Village Crop Protection Team recorded 294 incidents—288 at night and only 6 during the day. Mwangudo reported the fewest incidents (9), while Sungu (67), Mbushi (60), Jinamo (38), and Iramba Ndogo (29) followed. Elephants were responsible for 292 incidents, making them the most destructive species, while wild pigs caused only 2. A total of 169.3 acres of crops were damaged out of 1130 acres planted, leading to 15% loss. These findings highlight the significant threat elephants pose, especially at night. The data emphasizes the urgent need for focused mitigation efforts to minimize crop damage and enhance coexistence between wildlife and local farming communities.

Key lessons have emerged during implementation:

- Community Engagement is very important in conservation at the grassroot level: Active, face-to-face stakeholder forums (for natural resource use, grazing management, and HWC) significantly increase mutual understanding. In these training sessions, stakeholders *clarified their roles* and co-created action plans. This has underscored that participatory processes build trust and commitment to the WMA.

- Conservation also means equipping communities and not segregating them: Early successes of the crop-protection teams demonstrate the value of giving villagers concrete tools and ownership. Villagers with torches and “Roman candle” deterrents reported lower crop losses, showing that simple toolkits empower people to protect their farms. The establishment of 30 village Crop Protection Teams (comprising 114 members in total) and data collectors in seven villages has been instrumental in reducing conflict and generating data. A key lesson is that the *timely provision* of adequate equipment is critical, delays in toolkit distribution were noted in review meetings, leading to a plan for rapid procurement.
- Governance is Foundational: Strengthening rules and transparency pays off. The WMA’s drafting of a new constitution, financial policy, and HR manual (five new management policies are in preparation has already improved accountability. As one training report concluded, the project has established a strong foundation for sustainable human–wildlife conflict mitigation by integrating clear rules and teamwork.

These lessons are being used to adjust the project. For instance, the action plans generated in training are feeding into the WMA’s annual work plan, and the need for more gender/youth involvement (identified at a peer exchange) has directly informed our policy development and future training designs.

## **7. Actions taken in response to previous reviews (if applicable)**

N/A

## **8. Risk Management**

No risks have materialised to date; however, several potential risks were identified early and addressed through proactive anticipation and mitigation measures. The project adopted a preventive approach by focusing on early action, including the distribution of crop protection toolkits and training of Village Crop Protection Teams (VCPTS) to reduce Human-Wildlife Conflict, and the participatory development of grazing plans alongside the establishment of rangeland management committees to prevent grazing-related disputes. Internal political risks were mitigated through regular stakeholder alignment workshops and structured communication platforms, ensuring issues were surfaced and addressed before escalation. These measures remain active and responsive, and to date, none of the anticipated risks have impacted project progress, confirming the effectiveness of the project’s risk anticipation and management strategy.

During the rainy season, the filming team faced significant logistical challenges accessing some of the more remote villages within the Makao Wildlife Management Area (WMA). Heavy rainfall rendered several key roads and paths impassable, delaying travel and extending the scheduled filming timeline. This posed a risk not only to the timely completion of project documentation but also to the safety of the team and equipment. Our drone got broken on the process. However we set these as merely challenges as they did not stop the completion of the work.

## 9. Scalability and durability

The project is designed for lasting impact and potential scale-up. The new tools and policies created (e.g. WMA finance manual, anti-poaching SOP, stakeholder strategy) will **outlive the project**. Capacity-building efforts, including leadership training and peer-to-peer exchanges, develop local champions. For instance, Makao leaders now attend exchanges with other WMAS and allocate budget lines for annual peer learning, suggesting that improved practices will continue and spread. The Business Sustainability (BEST) plan engages donors and investors in defining long-term WMA goals, ensuring that revenue generation can continue and even expand beyond the project's end.

Successes in Makao are also being shared regionally. The HWC toolkit approach and governance models are documented in training materials, including films and manuals, that other WMAS can replicate. The networks formed with neighbouring WMAS (e.g. the Randilen peer learning session) serve as a platform for scaling best practices. Thus, strengthened capacity and codified management frameworks will endure and can be propagated beyond Makao WMA.

As outlined under Goal 1 on our Strategic Plan, the project is intentionally designed for long-term impact and replication across Wildlife Management Areas (WMAs). Tools and policies developed during the project, such as the WMA Finance Manual, Anti-Poaching Standard Operating Procedures (SOP), and Stakeholder Engagement Strategy, are built to outlive the project cycle. These instruments are not isolated products but foundational systems that other WMAs can adopt. Capacity-building efforts, particularly leadership training and structured peer-to-peer learning exchanges, are already producing ripple effects. For example, Makao WMA leaders now regularly participate in exchanges with other WMAs and have begun allocating dedicated budget lines for annual inter-WMA learning.

## 10. Darwin Initiative identity

The project has made deliberate efforts to ensure proper visibility and recognition of the Darwin Initiative and the UK Government's contribution throughout its implementation. Visibility was further enhanced through the use of branded banners during stakeholder workshops, training sessions, and community meetings. These efforts clearly positioned the initiative as a distinct Darwin-funded project.

In addition, the Honeyguide Foundation has actively shared project activities and achievements via its social media platforms, particularly Facebook and Instagram, with direct reference to the Darwin Initiative. These posts showcase both the impact of the project and the active community engagement in Makao Wildlife Management Area (WMA). Notable examples include

## Natural Resources Forum, Driving Conservation That Works for Communities

Explore how Makao WMA is shaping community-led conservation through our latest features:

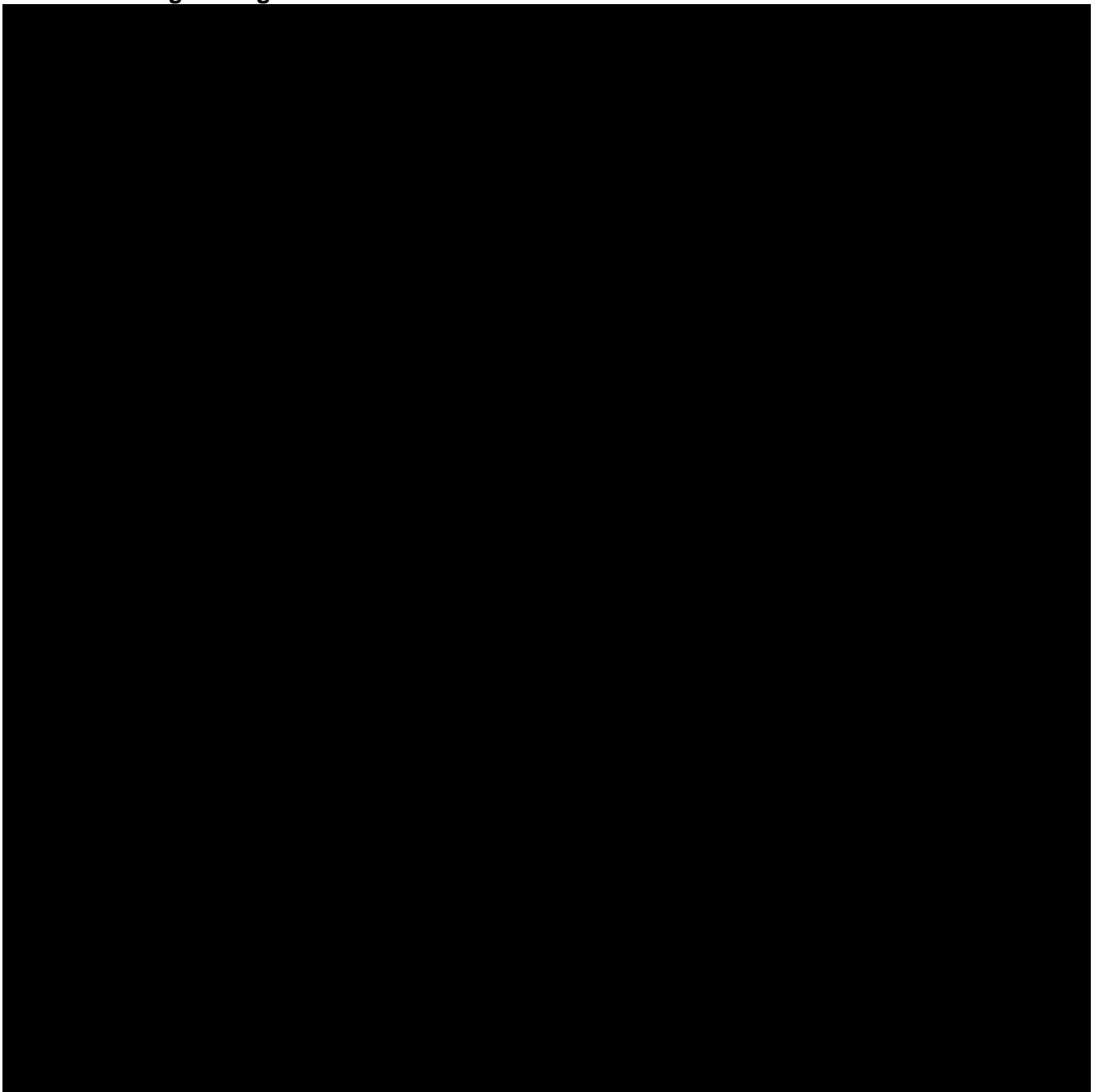
- Facebook: [Natural Resources Forum Post](#)
- Instagram: [View on Instagram](#)
- LinkedIn: [Read the full update on LinkedIn](#)

## Strengthening Conservation and Livelihoods in Makao WMA

See how communities are leading the way in sustainable conservation:

- Facebook: [Makao WMA Livelihoods Post](#)
- Instagram: [View the same on Instagram](#)
- LinkedIn: [Full story on LinkedIn](#)

## 11. Safeguarding





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## 12. Project expenditure

**Table 1: Project expenditure during the reporting period (1 April 2024 – 31 March 2025)**

Project spend (indicative) since last Annual Report	2024/25 Grant (£)	2024/25 Total Darwin Initiative Costs (£)	Variance %	Comments (please explain significant variances)
Staff costs (see below)				
Consultancy costs				
Overhead Costs				
Travel and subsistence				
Operating Costs				
Capital items (see below)				
Others (see below)				
<b>TOTAL</b>	<b>72,168</b>	<b>67,105.79</b>		

**Table 2: Project mobilised or matched funding during the reporting period (1 April 2024 – 31 March 2025)**

	Secured to date	Expected by end of project	Sources
Matched funding leveraged by the partners to deliver the project (£)			NAWIRI FOUNDATION
Total additional finance mobilised for new activities occurring outside of the project, building on evidence, best practices and the project (£)			

## 13. Other comments on progress not covered elsewhere

An important development observed, and not originally anticipated in the project design, is a notable change in elephant behavior. In recent months, incidents have shifted from field crop raids to direct break-ins at grain storage facilities and community food banks. This behavioural adaptation presents a new dimension of human–wildlife conflict that existing deterrent methods may not fully address. In response, the project team is now exploring new mitigation strategies, including structural reinforcement of granaries, early warning systems, and co-designed grain

safeguarding protocols with communities. This evolution underscores the need for adaptive management and continuous learning in complex conservation landscapes.

Also over the past year, the Makao WMA project has continued to evolve, not only in implementation but also in its design and strategic direction. Several refinements have been made to enhance the durability and adaptability of the initiative. For instance, while the original plan emphasized discrete training sessions, a more integrated coaching approach was introduced, embedding governance, financial management, and community engagement guidance directly into ongoing field activities. This shift has improved the uptake of tools and policies by allowing space for reflection and course correction in real time.

**14. OPTIONAL: Outstanding achievements or progress of your project so far (300-400 words maximum). This section may be used for publicity purposes.**

I agree for the Biodiversity Challenge Funds to edit and use the following for various promotional purposes (please leave this line in to indicate your agreement to use any material you provide here).

In this section you have the chance to let us know about outstanding achievements for your project or significant strides towards attaining a particular goal so far that you consider worth sharing with the wider BCFs community.

**Turning a History of Tension into a Shared Story of Success in Human-Elephant Conflict Mitigation**

In the seven villages of Makao Wildlife Management Area (WMA), elephants roaming farmland at night have long represented both awe and adversity. While these majestic creatures are symbols of Tanzania's rich biodiversity, their frequent crop raids have brought significant hardship to local communities—threatening food security and straining the relationship between conservation initiatives and village residents.

Over the past year, with support from the **Darwin Initiative** and the **Honeyguide Foundation**, Makao has transformed this long standing challenge into a story of innovation, resilience, and empowered local leadership. A total of **114 Village Crop Protection Team (VCPT)** members were recruited and trained across all member villages—not as bystanders, but as proactive defenders of both community livelihoods and the surrounding ecosystem.

These volunteers, often from households most affected by elephant incursions, were equipped with practical tools and training to respond effectively to human-elephant conflict. Using flash torches, Roman candles, airhorns, and chili crackers, they carried out night patrols to deter elephants. Beyond mitigation, they were trained to monitor elephant movements, collect data, and collaborate with village game scouts and WMA officials.

The results have been significant. Reports from several villages indicate a **notable reduction in elephant crop raids**, especially in high-risk areas. The VCPT system introduced a culture of

early warning, rapid response, and shared accountability, moving the community from reactive frustration to proactive protection.

More than just a frontline intervention, the initiative strengthened **local governance**. VCPT members now participate in the **Makao Stakeholders Forum**, ensuring grassroots voices influence decisions on conflict mitigation and resource use. Importantly, **women and youth were included** in both teams and leadership roles, promoting equitable participation and long-term sustainability.

Financially, Makao WMA's increasing revenue, **over 949 million TZS in 2024**—has enabled continued investment in both conservation and community development priorities, such as education and healthcare.

Makao's story stands as proof that when communities are equipped, trained, and trusted, they become the most effective stewards of conservation. The VCPT initiative not only reduced conflict between people and wildlife but also built bridges of trust between the WMA leadership and the communities it serves.

<b>File Type (Image / Video / Graphic)</b>	<b>File Name or File Location</b>	<b>Caption including description, country and credit</b>	<b>Social media accounts and websites to be tagged (leave blank if none)</b>	<b>Consent of subjects received (delete as necessary)</b>
				Yes / No
				Yes / No
				Yes / No
				Yes / No
				Yes / No

- **Annex 1: Report of progress and achievements against Indicators of Success for Financial Year 2024-2025**

Project summary	Progress and Achievements April 2024 - March 2025	Actions required/planned for next period
<b>Outcome:</b> Makao WMA is professionally managed, equitably governed, has secured long-term financial resilience and providing provides valuable social services to its community		
Outcome indicator 0.1 Makao WMA (1 organization) has improved capability and capacity due to the project. By 2025 there is at least a 20% increase in revenues generated by Makao WMA annually for WMA operations as well as for distribution to community social development projects (from a baseline of \$80,000 in 2022).	Revenue for 2024 recorded at 949 million TZS (~\$400,000), exceeding the 20% growth target.  Revenue allocated to operations, patrols, and community development (education, healthcare). Initial audit process underway as recommended in the Business Sustainability Plan.	Finalize external audit (Activity 1.6); implement revenue diversification activities (tourism marketing, compliance with investor contracts); continue financial coaching and quarterly financial reviews
Outcome indicator 0.2: 50,900 Hectares of habitat under sustainable management practices by 2025 (from a baseline of 35,300 Hectares in 2022)	Patrol data confirms that Makao WMA has significantly expanded its area under active management using SMART-enabled patrols. Between October and December 2024, scouts covered 62,800 hectares, and 62,368 from January to April 2025 as reported in SMART system outputs and detailed in Section 3.1 of the Protection Reports. Earlier patrol records from April to September 2024 further demonstrate consistent coverage of core zones, with regular patrol frequency and spatial distribution across high-priority areas. This cumulative effort validates that the entire 50,900-hectare extent of Makao WMA is now routinely patrolled and actively managed for conservation. The integration of SMART software has enabled systematic tracking, real-time monitoring, and data-driven	Maintain patrol effort; optimize deployment using patrol analysis; integrate grazing monitoring data; strengthen incident response system.

	decision-making, ensuring that conservation activities are both targeted and accountable.	
<b>Output 1:</b> Makao WMA is professionally managed with all necessary control systems and customized management tools and is exercising best management practices.		
Output indicator 1.1: 1 new sustainable livelihoods/ poverty reduction management plans developed and endorsed by 2024.	Business Sustainability Plan (BEST) Draft	Monitor implementation of the plan; integrate additional livelihood options like beekeeping and eco-tourism services.
Output indicator 1.2: At least 6 new best practice guides, policies and knowledge products developed, endorsed and published by 2025.	5 of 6 products completed and approved:  Anti-Poaching SOP,  BEST Draft,  Financial Management Manual,  Annual Work Plan/Budget Tools,  HR Manual.	Finalize and disseminate Governance Handbook; integrate policies into training and coaching sessions; ensure policy uptake through board monitoring.
<b>Output 2.</b> Information is equitably shared and communicated amongst all Makao WMA stakeholders so that they are aware of the role of the WMA and their rights to decision making and resource access.		

Output indicator 2.1.30 community representative members with increased (at least quarterly) participation in governance practices of their wildlife management area on behalf of their communities.	Quarterly governance meetings held with an average of 32 participants per session. Evidence: Meeting minutes, participant lists,  Section 3.3. Women's participation increased via targeted engagement (e.g., Women and Youth Workshop).	Sustain quarterly meetings; strengthen participatory feedback mechanisms via scorecards.
Output indicator 2.2. 3 new methods of communication developed in line with WMA communications strategy.	Achieved: Awareness Film (production phase),  Stakeholder Posters/Banners (produced and used).	Complete film production and screenings; roll out newsletters to wider audiences; explore mobile-based messaging.
<b>Output 3.</b> Makao WMA has equitable, transparent, and participatory governance and conflict resolution mechanisms in place.		
Output indicator 3.1: At least 50 people from key national and local stakeholders completing structured and relevant training on best practices of governance and management of natural resources by 2025.	56 individuals trained. Evidence: Training reports, pre/post evaluations, participant lists.  Training covered governance roles, conflict resolution, financial accountability, and leadership.	Deliver refresher training; document peer-to-peer learning exchanges; integrate learning into AA and Board activities.
Output indicator 3.2: 0 governance and management members reporting that they are applying new capabilities (skills and knowledge) 6 (or more) months after training.		
<b>Output 4</b> Small-scale farmer livelihoods are improved due to reduced elephant crop damage.		

Output indicator 4.1: At least 20 trainers trained on Human-Wildlife Conflicts mitigation and reporting to have delivered further training by the end of the project.	114 trained, including 35 VCPT teams across 7 villages. Evidence: Training reports, trainer lists.  VCPTs operational and conducting regular patrols.	Monitor trainer cascade activities; conduct follow-up learning sessions; support trainers with additional deterrent resources.
Output indicator 4.2: At least a 50% decrease in damages caused by incidences of human-wildlife conflict by project end.	53% reduction in reported crop damage incidents compared to the 2022 baseline. Evidence: Monthly HWC incident reports, disaggregated by village and incident type, Section 3.5. Early warning and VCPT patrol systems are effective.	Maintain incident monitoring; introduce adaptive planning sessions with VCPTs; assess need for additional toolkits in high-risk zones.

- **Annex 2: Project's full current Indicators of Success as presented in the application form (unless changes have been agreed)**

Project summary	SMART Indicators	Means of Verification
<b>Outcome:</b> Makao WMA is professionally managed, equitably governed, has secured long-term financial resilience and provides valuable social services to its community	<p>1.0 [DI-A03] Makao WMA (1 organization) has improved capability and capacity due to the project. By 2025 there is at least a 20% increase in revenues generated by Makao WMA annually for WMA operations as well as for distribution to community social development projects (from a baseline of \$80,000 in 2022).</p> <p>2.0 [DI-D01] 50,900 Hectares of habitat under sustainable management practices by 2025 (from a baseline of 35,300 Hectares in 2022)</p>	<p>[DI-A03] Reports of annual audits of WMA management practices using Honeyguide's WMA management assessment tool (MAT). Additionally, financial reports of the WMA showing their business revenues and funds distributed to communities for social development projects.</p> <p>[DI-D01] Protection reports using SMART conservation software, showing the area in hectares covered by Makao WMA protection operations.</p>
<b>Output 1:</b> Makao WMA is professionally managed with all necessary control systems and customized management tools and is exercising best management practices.	<p>1.1 [DI-B04] 1 new sustainable livelihoods/ poverty reduction management plans developed and endorsed by 2024.</p> <p>1.2 [DI-C01] At least 6 new best practice guides, policies and knowledge products developed, endorsed and published by 2025.</p>	<p>[DI-B04] 1 business sustainability plan developed and approved by Makao WMA.</p> <p>[DI-C01] At least 6 new management policies developed and approved by Makao WMA board, pdf copies available for use. (including Antipoaching standard operating procedure, 5-year Business Enterprise Sustainability Tool (BEST), Annual work-planning and budgeting tools, financial management manual, and human resources policies).</p>
<b>Output 2:</b> Information is equitably shared and communicated amongst all Makao WMA stakeholders so	<p>2.1 [DI-B05] 30 community representative members with increased (at least quarterly) participation in governance</p>	<p>[DI-B05] At least quarterly WMA governance meeting minutes and participant list.</p>



that they are aware of the role of the WMA and their rights to decision making and resource access.	practices of their wildlife management area on behalf of their communities.  2.2 [DI-C19] 3 new methods of communication developed in line with WMA communications strategy.	[DI-C19] At least 3 communications materials developed (eg. Awareness film, Newsletters, Stakeholder posters) in response to WMA communications strategy, in order to enhance Makao WMA communications with its stakeholders.
<b>Output 3:</b> Makao WMA has equitable, transparent, and participatory governance and conflict resolution mechanisms in place.	3.1 [DI-A01] At least 50 people from key national and local stakeholders completing structured and relevant training on best practices of governance and management of natural resources by 2025.  3.2 [DI-A04] 30 governance and management members reporting that they are applying new capabilities (skills and knowledge) 6 (or more) months after training.	[DI-A01] Training reports (with participant lists, topics covered, pre-post evaluations). Also annual governance and management assessment reports indicating compliance of the best practices as a result of the governance trainings and capacity building activities.  [DI-A04] 6-month post-training evaluation reports.
<b>Output 4:</b> Small-scale farmer livelihoods are improved due to reduced elephant crop damage.	4.1 [DI-A05] At least 20 trainers trained on Human-Wildlife Conflicts mitigation and reporting to have delivered further training by the end of the project.  4.2 [DI-D15] At least a 50% decrease in damages caused by incidents of human-wildlife conflict by project end.	[DI-A05] 6 month post-training evaluation reports showing details of training conducted by trainees of the project.  [DI-D15] Monthly Human-Wildlife Conflicts Incidence reports showing number of HWC incidences disaggregated by type and the damage caused.
<b>Activities</b> (each activity is numbered according to the Output that it will contribute towards, for example 1.1, 1.2 and 1.3 are contributing to Output 1)		

- 1.1 Provide the Makao WMA management with training and coaching services on leadership, conflict management, stakeholder relations, work plans, and budget implementation and reporting.
- 1.2 Conduct exchange visits and peer-to-peer learning sessions between Makao leadership teams from other WMAs in Northern Tanzania.
- 1.3 Strengthen financial management systems and develop policies, including youth and women's empowerment, stakeholders' engagement and procurement policies customized for Makao WMA
- 1.4 Develop, implement, and monitor Makao WMA communications strategy that will inform the stakeholders of the activities and progress of the WMA and increase the flow of information.
- 1.5 Optimize Makao WMA human resources (HR) through a clear WMA management structure, HR manual, and training of the roles of the team to implement the Makao WMA work plan
- 1.6 Conduct annual audits to ensure compliance with the policies, regulations, and guidelines that have been approved by the board.
- 2.1 Develop a stakeholder engagement plan to provide equal opportunities to all stakeholders and mitigate risks and conflict.
- 2.2 Develop various publications that communicate the rights of the citizens, the land and resource use zones within the WMA, and the purpose of WMA laws and policies.
- 2.3 Produce quarterly and annual reports that communicate the goals, plans, and achievements of the WMA to their stakeholders.
- 2.4 Produce an awareness film to ensure communities are aware of WMA goals and achievements. Monitor community feedback and debates triggered by the film content.
- 3.1 Conduct workshops with WMA leadership and community representatives on the role of women and youth participation in governance structures.
- 3.2 Develop a conflict resolution mechanism for the board of trustees
- 3.3 Hold quarterly governance meetings with the WMA management team to approve budgets, plans, and reports.
- 3.4 Hold quarterly stakeholder meetings that allow for regular information sharing and opportunities for conflict mitigation.
- 4.1 Produce and distribute the crop protection toolkits that are approved by the National HWC strategy reducing pressures on small-scale farmers

- 4.2 Develop village crop protection teams (VCPT) and train on elephant behavior, the use of the crop protection toolkits, and monitoring the impact of the toolkit and HWC.
- 4.3 Hold annual meetings with the VCPT leaders, village leaders, and WMA management to develop a human wildlife conflict mitigation strategy.
- 4.4 Conduct peer-to-peer human-wildlife conflict learning sessions with Randilen WMA.

**Important Assumptions:** Please describe up to 6 key assumptions that, if held true, will enable you to deliver your Outputs and Outcome

Assumption 1: WMA management utilizes and implements the customized tools, training, coaching, and policies received and developed. The WMA values the learning, coaching, and mentoring received from Honeyguide and other WMAs.

Assumption 2: The WMA successfully separates governance and management bodies with clear practical differences in roles and authority.

Assumption 3: WMA has a positive relationship and communications with communities and stakeholders.

Assumption 4: WMA Authorized Association and management implement good governance practices learned.

Assumption 5: Communities actively defend their crops and act to reduce conflict.

Assumption 6: WMA secures long-term business investor(s) willing to work with the WMA.

■ **Table 1 Project Standard Indicators**

Please see the Standard Indicator guidance for more information on how to report in this section, including appropriate disaggregation.

DI Indicator number	Name of indicator	If this links directly to a project indicator(s), please note the indicator number here	Units	Disaggregation	Year 1 Total	Year 2 Total	Year 3 Total	Total to date	Total planned during the project
.DI-A03	1 organization( Makao WMA) has improved capability and capacity due to the project. By 2025 there is at least a 20% increase in revenues generated by Makao WMA annually for WMA operations as well as for distribution to community social development projects (from a baseline of \$80,000 in 2022)	1	Financials		\$400000			280	
DI-D01	50,900 Hectares of habitat under sustainable management practices by 2025 (from a baseline of 35,300 Hectares in 2022)	0.2	Number of organisations		62000			62000	
DI-B04	1 new sustainable livelihoods/ poverty reduction management plans developed and endorsed by 2024.	1.1	Number of plans		1			1	
DI-C01	At least 6 new best practice guides, policies and knowledge products developed, endorsed and published by 2025.	2	Number		5			5	

DI Indicator number	Name of indicator	If this links directly to a project indicator(s), please note the indicator number here	Units	Disaggregation	Year 1 Total	Year 2 Total	Year 3 Total	Total to date	Total planned during the project
DI-B05	30 community representative members with increased (at least quarterly) participation in governance practices of their wildlife management area on behalf of their communities.	2	Number of people		180			180	
DI-A01	At least 50 people from key national and local stakeholders completing structured and relevant training on best practices of governance and management of natural resources by 2025.	3.1	Number of organisations		180			180	
DI-A04	30 governance and management members reporting that they are applying new capabilities (skills and knowledge) 6 (or more) months after training.	3.2	Number of people		27			27	
3.3 [DI-C19]	1 conflict management guideline produced and publicly distributed for WMA leadership to use in avoiding, mitigating and managing conflicts.	3.3	Number of people		0			0	
DI-A05	At least 20 trainers trained on Human-Wildlife Conflicts mitigation and	4.1			35			35	

DI Indicator number	Name of indicator	If this links directly to a project indicator(s), please note the indicator number here	Units	Disaggregation	Year 1 Total	Year 2 Total	Year 3 Total	Total to date	Total planned during the project
	reporting to have delivered further training by the end of the project.								
DI-D15	At least a 50% decrease in damages caused by incidences of human-wildlife conflict by project end..	4.2			50%			50%	

■ **Table 2 Publications**

Title	Type (e.g. journals, best practice manual, blog post, online videos, podcasts, CDs)	Detail (authors, year)	Gender of Lead Author	Nationality of Lead Author	Publishers (name, city)	Available from (e.g. weblink or publisher if not available online)
Empowering Communities to Lead in Natural Resource Management	Linked in post	Honeyguide Foundation	Female	Tanzanian	Susan Bjerregaard - Kenya	<a href="#">Link</a>
Strengthening Conservation and Livelihoods in Makao WMA	Lindedin pot	Hoeyfuide Foundation	Female	Tanzania	Susan Bjerregaard - Kenya	<a href="#">Link</a>

- **Checklist for submission**

	Check
Different reporting templates have different questions, and it is important you use the correct one. Have you checked you have used the <b>correct template</b> (checking fund, scheme, type of report (i.e. Annual or Final), and year) and <b>deleted the blue guidance text</b> before submission?	Yes
<b>Is the report less than 10MB?</b> If so, please consider the best way to submit. One zipped file, or a download option is recommended. We can work with most online options and will be in touch if we have a problem accessing material. If unsure, please email to <a href="mailto:BCF-Reports@niras.com">BCF-Reports@niras.com</a> putting the project number in the Subject line.	Yes
<b>Is your report more than 10MB?</b> If so, please discuss with <a href="mailto:BCF-Reports@niras.com">BCF-Reports@niras.com</a> about the best way to deliver the report, putting the project number in the Subject line.	NA
<b>Have you included means of verification?</b> You should not submit every project document, but the main outputs and a selection of the others would strengthen the report.	Yes
<b>Have you provided an updated risk register?</b> If you have an existing risk register you should provide an updated version alongside your report. If your project was funded prior to this being a requirement, you are encouraged to develop a risk register.	yes
If you are submitting photos for publicity purposes, do these meet the outlined requirements (see section 15)?	No
Have you involved your partners in preparation of the report and named the main contributors	Yes
Have you completed the Project Expenditure table fully?	yes
Do not include claim forms or other communications with this report.	