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Tanzania
Natural
Resource
Forum

TANZANIA NATURAL RESOURCE FORUM STRATEGY 2012-2016

Produced by TNRF

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List Acronyms and abbreviations

CBO	Community Based Organization
CBNRM	Community Based Natural Resource Management
CC	Climate Change
CCC	Communicating Climate Change (a TNRF program)
CSO	Civil Society Organization
CWM	Community Wildlife Management
DNRM	De-centralized Natural Resource Management
DP	Development Partner
DPG-E	Development Partner Group – environment
DPG – PST	Development Partner Group – private sector and trade
DPG – G	Development Partner Group – governance
ED	Executive Director
F&A	Finance and administration
FBD	Forest and Beekeeping Division (of MNRT)
FGLG	Forest Governance Learning Group
HoC	Head of Communications (TNRF)
HoO	Head of Operations (TNRF)
HoP	Head of Programs (TNRF)
IIED	International Institute for Environment and Development
ILC	International Land Coalition
IUCN	International Union for the Conservation of Nature
LBI	Land Based Investment
MNRT	Ministry of Natural Resources and Tourism
MMC	Mama Misisu Campaign
NR	Natural resource
OM	Outcome Monitoring
PODIA	Participatory Organizational Development and Institutional Assessment.
PS	Private sector
SACF	Southern Africa CBNRM Forum
SAGCOT	Southern agricultural growth corridor of Tanzania
TFWG	Tanzania Forest Working Group
REDD	Reduced Emissions from Deforestation and degradation
TALA	Tanzania Land Alliance
TNRF	Tanzania Natural Resource Forum
UN	United Nations
VPO	Vice Presidents Office
WWF	World Wide Fund for nature
WWG	Wildlife Working Group

Definitions:

Member	Member of TNRF (either associate member or full voting member)
Partner	TNRF members and other actors coming together to engage on specific interventions

1. Introduction

1.1 About TNRF and the development of the Strategy 2012-2016

In response to the expressed need for dialogue on natural resources management practice and policy in Tanzania, the Tanzania Natural Resource Forum (TNRF) was registered as a non-government organisation under the Societies Act in 2006. To facilitate membership engagement, TNRF set up working groups and managed semi-autonomous projects. These initiatives were implemented by TNRF members and partners to address issues concerning natural resources (see Strategy 2009-2011).

Since its inception, TNRF has experienced consistent growth and is seen today as a trusted national civil society organisation, working across Tanzania with members and networks to address governance, policy and practice in the natural resources sector (see Annual Reports 2010 & 2011). However, the natural resources sector in Tanzania is increasingly plagued with challenges. For example, there continues to be uncontrolled exploitation of valuable tropical forest resources without the required controls being enforced; there is an unprecedented upsurge in the poaching of wildlife for bush meat and trophies, and ivory from Tanzania is found all over the world on the black market; fish resources are being taken from the deep seas and dynamite fishing is rampant along the coast, all with apparent impunity; while climate change is creating further challenges to the governance of these natural resources. As food and fuel prices increase globally, land has become an increasingly scarce commodity worldwide, resulting in increased interest in land, and Tanzania is the focus of a lot of this interest. All of this takes place within the context of government policies directed toward economic growth, where corporate investment and modernisation are seen as the main drivers of development. At the same time corruption continues to pose huge challenges to effective development in the country.

The socio-political environment in Tanzania is changing rapidly, and failures in the current development paradigms to deliver positive results are commonly recognised, with citizens making demands for new approaches. Also Parliament has a stronger role to play in Tanzania than ever before, and there are emerging incentives to bring attention to the rights of local people to protect their assets of land and natural resources for their current and future interests and the development of the country.

Generally, the new way of thinking about development, especially in the natural resources sector, is moving away from program and project implementation and instead looking at issues of governance. Effective approaches to address this paradigm shift will require new analyses of socio-political and economic factors, new alliances, new models and strategies, as well as strong engagement with the increasingly politically aware citizens of Tanzania. Taking into account such a changing external environment, TNRF seeks strategies that have the potential to bring about positive change, increase accountability, have a multi level approach and produce synergies with other actors, and that are therefore significant for TNRF members.

1.2. Role of the strategy

As external influences change, TNRF has reviewed and reflected on its performance, identified new strategic opportunities and developed a Strategy for the period 2012 to 2016. This strategy provides direction for the coming four years, supporting the vision and mission of TNRF and reflecting the organization's long-term goals and its core approach.

1.3. How the strategy was developed

The 2012-2016 Strategy was developed through a Participatory Organizational Development and Institutional Assessment (PODIA) process. The analysis included a strategic orientation process where the main future direction for TNRF was determined. Identified strategies were analysed for their potential to contribute to desired change, potential for scaling up, significance, conflict sensitivity and accountability. In this process it has been assumed that the organization's long term objectives and desired outcomes would be achieved without a change in the vision and mission of TNRF, but with changes in the strategic direction and activities of TNRF, and through growth in resources. Based on the PODIA workshop, TNRF developed this Strategy with input from TNRF's Learn Know Act! core program and TNRF's Logic Model- See annexes 1 & 2 for analysis from the PODIA process.



2. TNRF Strategy 2012-2016

2.1 Strategic approaches

TNRF is a Tanzanian network organisation, bringing together members to change policy and practice in the natural resource sector for the better by:

- a) Building and sharing a knowledge base of practice
- b) Strengthening citizen voice and skills for improved natural resource governance
- c) Continuously improving TNRF's networks and organizational development

TNRF will build on established trust and strengthen its engagement with its members throughout 2012-2016. TNRF will use this strategy to increase its reach across Tanzania, working through members with communities in districts and at national level, to link policy and practice. In this way, TNRF aims to reach at least eight million people per year across the country.

2.2. TNRF Vision

To see policy and practice in the natural resource sector changed for the better– through improved governance and accountability.

2.3. TNRF Mission

To bring about improved natural resource governance in Tanzania by being a demand-driven network of members and partners that helps people to bridge the gap between people's local natural resource management needs and practices, and national natural resource management priorities, policies, laws and programs.

2.4. TNRF priority strategies

TNRF has identified seven priority strategies to guide its engagement from 2012-2016. The first four strategies address the external environment and will be elaborated in section 4. The last three address the internal TNRF environment and are elaborated in sections 5 and 6.

Summary of priority strategies in the external environment:

1. *Facilitating platforms:* By strengthening dialogue and opportunities for knowledge and information sharing, building a knowledge base for enabling change advocacy and strengthening citizens voice through strong communications and media engagement
2. *CBNRM:* Promoting Community Based Natural Resource Management (CBNRM) as the focus for strengthening citizens voice in the forestry, rangelands, wildlife and fisheries thematic areas across the country and at community level in at least 20 districts by 2016
3. *Climate change:* Communicating climate change (impacts, strategies, policies and adaptation and mitigation) as a cross cutting area of engagement through TNRF's work, reaching a million citizens in Tanzania
4. *Land and investment:* Engaging multi-stakeholder dialogue on land and investment in Tanzania, (including emerging investments - coal, oil, gas, minerals) to address these potential areas for natural resource conflict and sustainable development across the country

Priority strategies in the internal TNRF environment (further elaborated in sections 5, 6 & 7)

5. *Building relationships:* Establishing effective relationships with members, government, private sector and other stakeholders, including increased involvement with their programmes on natural resources governance and linkages to various strategic networks (see 5.2)
6. *Organisational capacity:* Building, developing and strengthening TNRF's organizational capacity through a systematic learning approach and organizational culture of learning
7. *Resource development:* Securing adequate resources (financial, material, staff and others) for growth and sustainability to implement this strategy

TNRF is a member driven network organisation, and these strategies address the requirements for effectively engaging with members to implement the vision and mission of TNRF as well as addressing emerging issues that are of interest and concern to members of TNRF. Therefore, TNRF will review and amend the strategy annually to ensure that implementation remains effective and relevant to members.

2.5 TNRF's desired outcomes and long term goals

TNRF's **long term objectives** are to see: 1) changed power relations; and 2) changed perception and attitude. Through these changes, TNRF hopes to see:

- Sustainable livelihoods
- Sustainable resource use
- Rights adhered to

TNRF's overall purpose is to see natural resources contributing toward peace and prosperity for current and future generations.

As the main impact, the 2012-2016 Strategy will contribute toward achieving the following outcomes:

Outcome 1: A knowledge base developed for natural resource governance

Outcome 2: Citizen's voice and skills strengthened for improved natural resource governance

Outcome 3: TNRF's networks, organisational management and development continuously improved to better support citizens based voices and action

2.6 TNRF's reach, 2012-2016

The reach of TNRF, through the diverse membership and through engagement with members and partners in projects and programs, covers the entire country. In addition, some programs target specific communities at district level, and TNRF expects to be active in at least 20 district level programs across Tanzania during the period. Using targeted communications strategies, TNRF expects to reach eight million people in Tanzania per year over the period of the strategic plan.

2.7. Institutional principles and values

TNRF is guided by the following principles and values:

- Responsiveness to members, partners and relevant emerging issues
- A strongly non-denominational, non-aligned and independent organization
- Equity and gender awareness
- Accountability (downward, up-ward and lateral) and integrity
- The right to popular and free participation in decision-making

In addition, as part of TNRF's focus on internal growth and development, it has developed core competencies that all employees should possess for TNRF to achieve its goals and mission.

TNRF's Core Competencies

Communication	<i>Communicating orally in a clear manner and adjusting one's use of language to the receiver's level. Showing one absorbs and understands important (non) verbal information and asking further questions when necessary.</i>
Integrity	<i>Maintaining high ethical standards both personally and professionally: being incorruptible.</i>
Working with others	<i>Taking responsibility to build and maintain positive relationships and valuing the opinion of others.</i>
Flexibility	<i>Adaptable; receptive to new idea. Willing and able to adapt/change one's behaviour and/or views to changing circumstances in order to attain a set goal</i>
Self-development	<i>Having insight in one's identity, values, strengths and weaknesses, interests and ambitions and taking action in order to enhance one's competences where and when possible.</i>

2.8 The TNRF Model for Change

The approach of TNRF is to work with members and partners as a forum to:

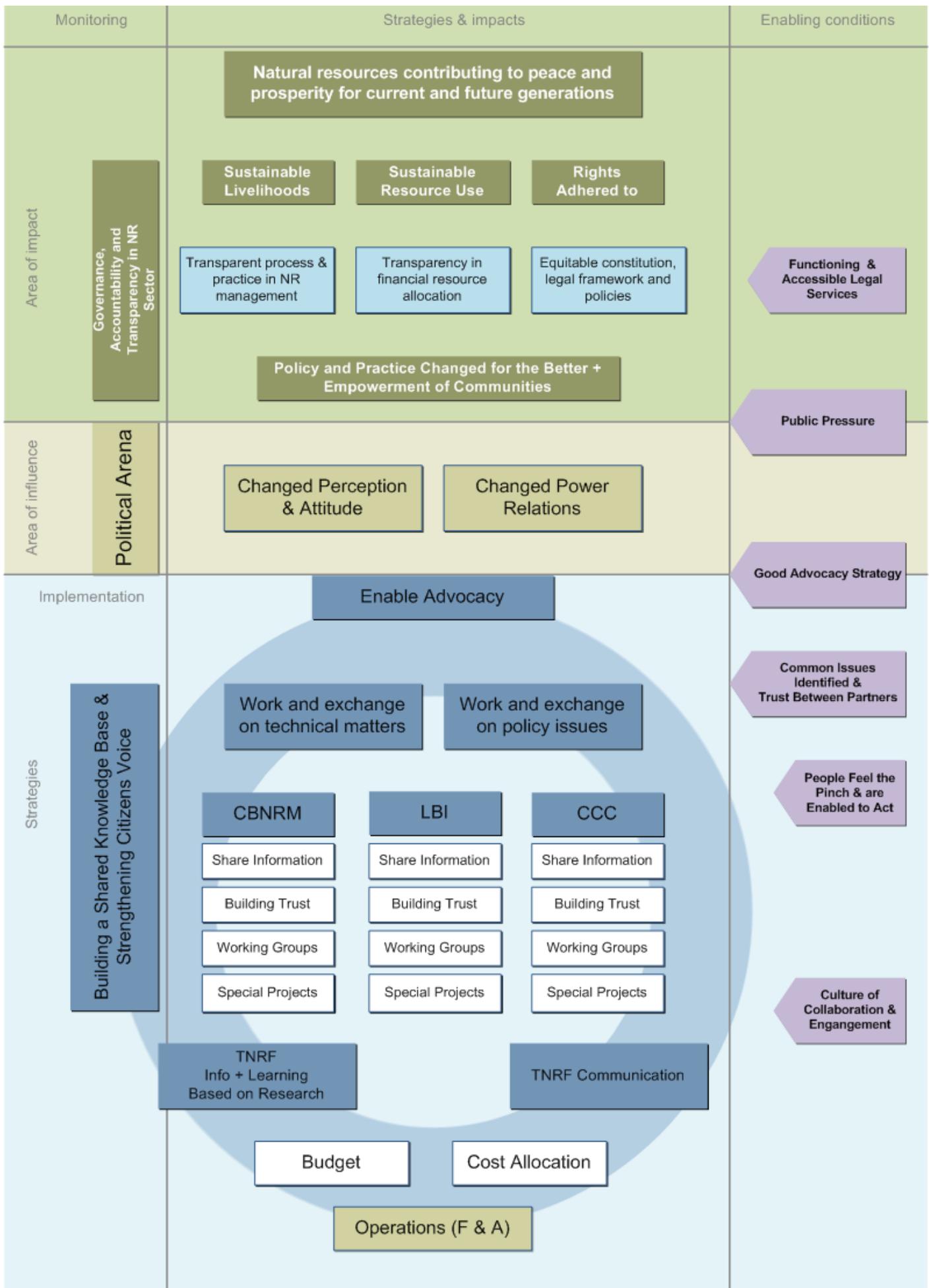
Facilitate dialogue: (building a knowledge base of practice)

- Working through groups, roundtables, events and meetings to build a knowledge base of practice about specific natural resources governance issues from locality to regional level
- Working in networks at national, regional and international levels to share information
- Working with partners on projects and supporting programs to strengthen citizens voice and skills at locality level across the country
- Managing action research to fill gaps in knowledge required for evidence-based advocacy
- Responding to needs of members to enable effective advocacy
- Analysing the context for change and responding to information
- Monitoring for change

Strengthen communications: (strengthening citizen's voice and skills for improved NR governance)

- Providing relevant and timely updates on natural resource issues (e.g. e-news, website)
- Developing participatory communications strategies
- Providing innovative and interactive communications support (e.g. social media, text)
- Providing innovative approaches for information sharing and maintaining website excellence
- Profiling events and events management
- Profiling TNRF
- Supporting programs in their communications needs
- Developing tools for programs (e.g. film), education and to strengthen citizens voice
- Facilitating dialogue and connecting networks

The TNRF logic model



3. TNRF networks

3.1 Target networks

The target members and networking partners for TNRF are civil society organisations concerned about the governance of natural resources in Tanzania. However, TNRF also networks with a broad range of stakeholders, at local community, national, regional and international levels. These are typically individuals, communities, institutions of various kinds, research institutions, international and national organisations, politicians and Parliament, government officials and departments, international donors and finance facilities, Tanzanian Government ministries and local and international networks.

The focus of TNRF's work is with the citizen, and TNRF approaches every project with the end goal of empowering Tanzanian citizens to be able to protect and sustainably manage the natural resources on which their livelihoods depend and that ties to their way of life. However, TNRF does this not by working directly in villages or with communities themselves, but instead by working through different members and partners with the aim of 'enabling advocacy', and focusing largely on the leaders and groups that have the greatest power to bring about broad-scale change.

3.2 Boundary partners

To monitor for change in behavior, TNRF uses the Outcome Monitoring (OM) methodology. TNRF has identified six boundary partners, with whom TNRF will work and monitor for changes in behavior. Monitoring these partners according to a set of progress markers (see OM plans), allows TNRF to gauge the effectiveness of its various strategies for contributing toward the change required for improving the governance of natural resources in the country. Details on progress are available in TNRF's annual OM reports. In summary, TNRF intends to see its interventions contributing toward the following behaviour change:

- **Citizens, communities and their institutions:** Competences amongst citizens, communities and their institutions are built to ensure that citizens know about their rights, draw on their indigenous knowledge and justice systems, and are knowledgeable about the laws, policies and practices that affect their options for natural resource management.
- **Civil society organisations and working groups:** Working groups and CSOs are increasingly successful in advocacy efforts concerning pro-poor and equitable natural resources governance.
- **Members of Parliament and Parliamentary Committees:** Members of Parliament and Parliamentary Committees are informed on the value of NR and NR governance in their areas, and are effectively supportive of citizen's rights to long term benefits from NR management.
- **Media:** The media is increasingly knowledgeable and trusted about NR governance matters, with a strong motivation to investigate NR governance and social justice issues and a transparent and professional approach to working with civil society.
- **Government ministries and institutions:** Government ministries and institutions appreciate and support civil society efforts to improve the governance of NR in the country, so that NRS meet the needs for equitable and sustainable rural development.
- **Private sector actors and corporations in the natural resource sector:** Business and investment interests are engaging in the NR trade and other NR related business (e.g. tourism, hunting and logging), in a responsible and accountable manner, bringing long term benefits to the country and rural citizens, through legitimate and transparent business practices.



4. TNRF strategic engagement

An analysis of the external environment shows an increased need for TNRF to focus on governance; more specifically, accountability, transparency, popular participation and the rule of law. This focus requires new analysis, which takes into account:

- new and emerging factors such as climate change, CBNRM approaches, land and land based investments (in fuels, minerals, agriculture and forestry)
- expanding alliances in advocating for improved governance (including dialogue and engagement between civil society and the corporate interests and increased engagement with parliament)
- prioritizing citizen's interests (in CBNRM, climate change and land issue) to engage with the increasing political awareness in the country

Taking into consideration the changing external environment, the identified strategies presented below all have the potential to bring about positive change required in natural resource governance, as they bring together multiple stakeholders at different levels, aim to increase accountability and will produce synergies if well aligned with other actors. These strategies were found to be significant for members and will contribute toward the vision and mission of TNRF (see annex 2 for analysis).

4.1. Facilitating platforms

A key strategy for TNRF in 2012-2016 is to build on established trust and strengthen its engagement with its members; strengthen communications support; and strengthen civil society engagement with parliament, government, business corporations and other national and international level agencies, on matters of significance for improving the governance of natural resources in Tanzania. Through this approach TNRF will reach eight million citizens a year, using a range of communications strategies and channels. This multilevel approach, with strong horizontal, vertical and lateral accountability and broad reach, if well aligned, has potential for synergies that are significant for creating change.

4.2. Community Based Natural Resource Management

Focusing on the citizen and community brings natural resources management down to the level of practice, where the effects of policy can be seen and where real changes occur. Focusing on CBNRM (or DNRM) will put the citizen (men, women and children) first and will focus TNRF engagement in the forestry, wildlife and rangelands thematic areas in a way that will bring citizens voice to the discussion. Through work with partners, at least 400,000 citizens will be reached at district level in at least 20 districts across Tanzania. This strategy will produce synergies between various actors, enabling advocacy for positive change in the natural resource sector through increased downward accountability.

4.3. Communicating climate change

Climate change is an urgent new challenge to Tanzanians, projected to affect many ecosystems and communities in a range of different and often harmful ways. The governance of natural resources will have a significant impact on how climate change plays out in different settings. TNRF will communicate about climate change across all the thematic areas and programmatic initiatives, reaching its membership as well as one million Tanzanian citizens, through targeted communications. This strategy will work through improved lateral and horizontal accountability amongst different actors in Tanzania to increase citizen's capacity to adapt to change.

4.4. Land and investment

New emerging opportunities (often brought about by global economies) for investment in land based resources, such as crop land, forests, fuel (gas, oil, coal), minerals and tourism, will change Tanzania and how land is managed in many ways, with far ranging and unpredictable outcomes. Currently, such investments often threaten local people's customary rights to their assets of land and natural resources, creating conflict and destabilizing communities. Establishing a multi-stakeholder dialogue on land and investment for Tanzania is important to determine the kind of investment that will bring about positive and sustainable development in Tanzania. TNRF will develop expertise on these emerging issues in 2012-2016, moving into new important areas of engagement for TNRF membership.



5. Support and partnership



5.1. Support for implementing the TNRF Strategy 2012-2016

TNRF will consciously strive to stay in contact with members and other important stakeholders, and build relationships with those who might engage as partners with TNRF for implementing this strategy (e.g. national civil society organisations, community based organisations, local and international research institutions, international NGOs, parliamentary committees, local and central government, private sector corporations and development partners, etc.). TNRF will continue to strengthen communications capacity to support working groups and roundtables, strengthen working relationship with regional and national level networks, and linking local level to broader networking mechanisms (such as SACF, FGLG, ILC and more). TNRF will promote exchange of information and knowledge, enabling stronger citizen participation in processes at different levels. TNRF will develop appropriate funding strategies to finance activities that are in line with this Strategy. A budget for relationship building will be included in the annual plans.

5.2. Effective relationships with development partners, government, private sector and other stakeholders

TNRF recognises that there are unexplored opportunities and many actors involved in the natural resources sector in Tanzania and the region that TNRF does not currently engage with. In the process of improvement and expansion to effectively meet the needs of members for information and communications support, it is important for TNRF to establish effective working relationships with these entities, including government, the private sector and other stakeholders or boundary partners.

5.2.1 Plan, identify and develop a funding strategy for TNRF:

- Develop a funding strategy for TNRF (see section 6.3 for detail). At a general level TNRF will identify and contact potential entities and relevant persons. To do this TNRF will plan separate approaches for each stakeholder type while promoting the benefit of their commitment. At the same time TNRF will investigate criteria and requirements for proposals submitted to each appropriate stakeholder.
- As part of developing and maintaining relationships with development partners and funders, TNRF will develop Partnership Agreements to define roles, responsibilities and expectations for all the parties involved. This would be preceded by TNRF determining the desired output, maintenance of relationships with frequent and appropriate relevant feedback and communication. TNRF will develop plans and budgets in the annual work plan for relationship building process and marketing events.

5.2.2 Engaging in processes with development partners, government and private sectors

- TNRF, as a civil society network, will continue to contribute toward processes and arrangements with Development Partners (DP) and the private sectors. This will include actively engaging with DPG-E, DGP-G and DPG-PST through providing information and feedback concerning the governance of natural resources as well as engaging with private sector through entities such as the chamber of commerce, chamber of mines and SAGCOT
- Parliament is becoming a major force in the country, and TNRF will engage with parliament through strengthening existing ties and developing working relations with relevant parliamentary committees. A strategy for engagement will be developed by mid-2012



- The private sector (PS) is seen as a key partner for development in Tanzania. PS development and facilitation are central to Tanzania's national strategies, such as MKUKUTA II (National Strategy for Growth and Poverty Reduction). TNRF networks will actively and innovatively engage with PS actors in all of TNRF's thematic areas: forestry, wildlife and rangelands, as well as in the cross cutting areas of land, investment and climate change. This is a new focus for TNRF, and in 2012, TNRF will begin this engagement by focusing on forestry and land matters through a range of planned activities with networks and partners (e.g. in Mama Misitu Campaign and Land Based Investments). Building on this experience, TNRF will develop a strategy for ongoing engagement with Private Sector by the end of 2012.
- TNRF will strengthen its network engagement with the government's periodic sector reviews, natural resource assessments and planning, bringing in experience from CBNRM and linking to downward accountability. TNRF will continue to sit on special Task Forces, such as the Task Force on Livestock Development in the MLFD, the Task Force on Forestry in MNRT, the special Advisory Group to the Minister in MNRT
- TNRF will continue to provide communications support to various national actors, including the government. For example providing communications support to: the National REDD Task Force and UN-REDD, parliamentary committee on natural resources and land, district councils on legal tools and climate change planning to name plans for 2012. Communications support will be planned annually so as to remain relevant and timely.

To support the above, TNRF will budget and plan for engagement in these development processes in the annual work planning and budgeting processes, with the aim of providing appropriate, relevant and timely responses to emerging issues and engaging with the changing external environment.

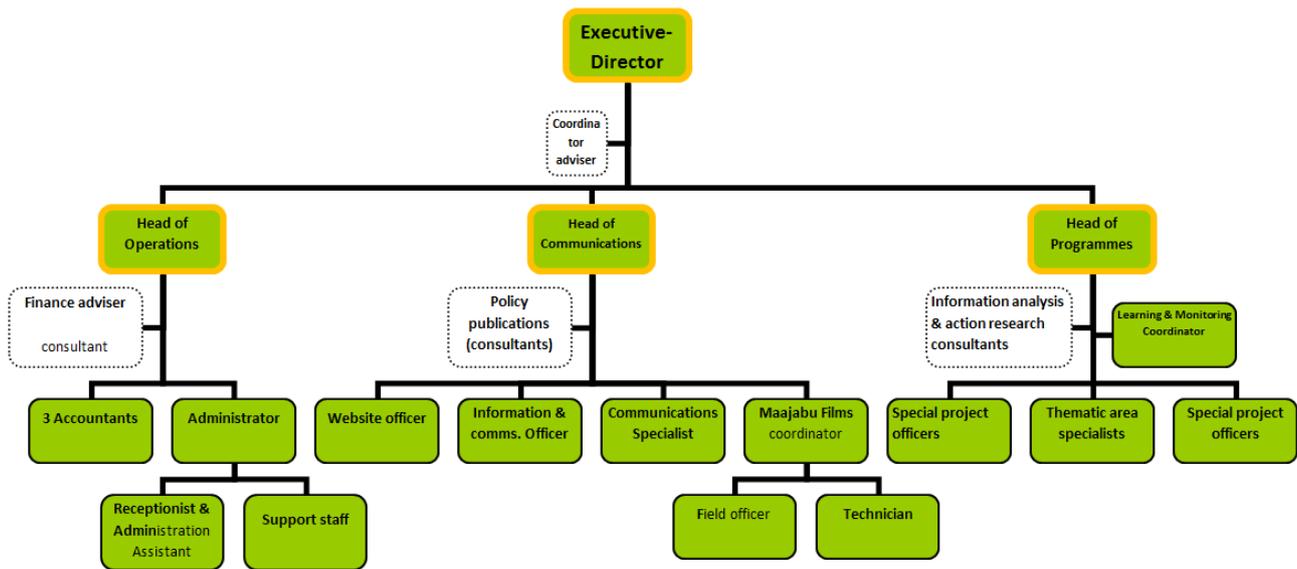
5.2.3 Developing TNRF membership relations

TNRF recognizes that effective and strategic relations with members are central to its operations. TNRF will strive in the next four years to continue to engage with members and strengthen its relations.

- TNRF will continue to be significant to its members by being relevant to their interests and facilitating platforms for their engagement. For example CBNRM through working groups in forestry, fisheries, wildlife and rangelands, communicating climate change and engaging in issues of land and investment.
- TNRF will strengthen engagement with members through their networks and fora (e.g. Policy Forum, SACF, TALA, etc) contributing to strengthening ties between these fora and TNRF membership interests and TNRF vision
- To expand interaction between members, TNRF will organize open membership events and provide members with information materials. In addition to regular face to face meetings and dialogue (WWG, TFWG, CWM, FGLG, MMC, REDD, etc) TNRF will also provide interactive dialogue space and opportunity through various media (newsletters, e-news, information briefs, research findings, informational films, training material, annual reports, regular up-dates).
- TNRF will maintain and monitor a website and a web-based resources/information centre, as well as a physical resource centre at the Arusha offices, and associated promotion materials.
- TNRF will further develop, maintain and update a membership data-base and will develop and implement a strategy that will define its ongoing relationships with members, based on participatory membership consultations.

6. TNRF organization and its institutional setting

6.1. TNRF organisational structure and responsibilities



The positions outlined in yellow indicate the Management Team, responsible for their specific areas of competence: The Head of Operations manages the team concerned with finance, human resources and administration; the Head of Communications manages the team concerned with communications and public relations; and the Head of Programs manages the thematic areas, projects, programs and working group support, including outcome monitoring. The Management Team is led by the Executive Director.

Role of the TNRF membership: The membership of TNRF is open to non-government institutions and individuals interested in the equitable, sustainable and transparent management of Tanzania’s natural resources for rural livelihoods and national development. Membership is governed by Regulations passed by the Steering Committee and approved by the General Assembly (which is made up of all voting members of TNRF). The membership is expected to promote an atmosphere of transparency and accountability between and among themselves; support the creation of a democratic and participatory leadership within the forum; and to help set the strategic direction and vision of TNRF more generally.

Membership is currently being reviewed and a two-tiered system for membership will likely be enacted in 2012. This system will have full voting members and associate members. All members of TNRF will be entitled to participate in working groups and dialogues; however, only full voting members will have the right to influence strategic decisions for the organization. This will be through a range of opportunities, such as the Steering Committee and the Annual Meeting.

Role of the Steering Committee: Overseeing the organization is a Steering Committee drawn from the TNRF membership. The Steering Committee members are experts in their fields and experienced in issues of natural resources and governance. The Steering Committee advises the Executive Director and Management Team on strategic decision-making and serves to protect the relevance and credibility of the organization in line with its founding mandate. The Steering Committee meets at least four times per year, playing a vital role in decision making in major issues as well as monitoring the effective productivity of the institution. An important role for the Steering Committee is to report to the membership at the annual meeting of TNRF.

Role of the Executive Director: The Executive Director, who is an ex-officio member of the Steering Committee, oversees the daily operations of TNRF and is responsible in all matters as delegated by the Board. The key responsibility of the Executive Director is to look after the interests of the organization as a whole. This includes ensuring proper financial administration that at all times provides accurate and reliable insight into the financial state of affairs of TNRF. It also includes identification of issues of strategic decision-making, monitoring of proper coordination and collaboration within TNRF and the establishment and maintenance of strategic partnerships and donor relationships. The Executive Director chairs the Management Team meetings, overseeing the operations, programs and communications departments. The ED is overall responsible for marketing TNRF, maintaining good membership relationships, financial results and program results, quality of services and product development, and human resources management including recruitment, retention, release and related support processes.

6.2. Staffing

TNRF values its staff above all else, as it recognizes that it is the human resources and expertise in-house that achieve the greatest results. Therefore, in building an organization of expertise and know-how to benefit members, TNRF seeks to recruit and retain staff of the highest caliber. Current staffing levels for TNRF are guided by the organisational development analysis carried out in 2011. TNRF has managed to recruit most of the required staff as per the analysis, but due to funding constraints in 2012 has had to put a stop to reaching the goals of the staffing requirements identified. However, with more work, more experts in programs, finance support and communications staff will be required.

6.3. Financing

Previously the TNRF strategy for funding was to manage projects, which contribute a percentage to core management costs. Experience has proven this approach tends to undermine the capacity of TNRF to work with its core mandate and responsibility to members. Learning from this experience in 2011 TNRF has used the logic model to guide the organization in decision making about engaging in funding proposals. In 2012, TNRF will integrate all projects into the core area of TNRF work, with planning, implementation and reporting being integrated into the core 'Learn, Know, Act!' program. However, funding will continue to come from project as well as core support.

In the current volatile global economic situation donor funding can be inconsistent and TNRF needs to be well prepared and well-rounded, with secure incoming funds. For TNRF to continue to improve its performance and become sustainable there is need to have sound and secure resources at all levels from finance, to communications materials, staff and others. This can only be achieved if the organization is assured of resource availability for the long-term. The scenario is to increase current levels of funding by 30% in 2012 and maintain this level of income for the period of this strategy and beyond. The development of a funding strategy is therefore a priority for 2012. Measures to ensure the development and implementation of sound financial growth and sustainability:

- Develop a comprehensive and realistic funding strategy with clear rationale for donors/funders to fund the core programs of TNRF, showing that TNRF can deliver results as well as sound financial and program reporting. Links to the logic model will be explicit. (see 5.2.1)
- Strong finance, narrative and outcome monitoring reporting will link expenditure to results and good reporting and communications will enhance the capacity of TNRF to raise funds
- Develop a donor/funder data-base, and focus on increasing funds by targeting additional funders to contribute to LKA!, TNRF's core program. Challenge donors/funders to increase their contributions to the results of the core TNRF strategy rather than fund separate projects, as projects can undermine the coherence of TNRF unless very carefully managed
- Ensure that potential funders understand that TNRF is unique, bringing together members, partners and key stakeholders/ boundary partners to address the governance of natural resources. Funding core TNRF work will contribute to making TNRF characteristically different from its members and partners, and reduce competition (for funds) between TNRF and its partners. This unique aspect of TNRF is a selling point and needs to be presented to donors.



7. Develop, implement and review the strategy

7.1 Development and review of the strategy

TNRF needs to be cutting-edge and consistently relevant to its members and the general public if it is to maintain its position as an effective network tackling issues of governance and accountability in the natural resources sector. To this end, TNRF will need to remind itself of the nature, scope, effectiveness and direction of the strategies and approaches that it undertakes to keep its finger on the pulse and provide relevant opportunities for member engagement. This will include the way it supports communications, builds up an information base, helps to strengthen citizens' voices and ensures that reliable and updated information is available to members. Therefore, there is need for a clear, approved and operational Strategy for 2012 to 2016 with annual updates and reviews to guide the operation of TNRF and provide a useful information/marketing tool. Measures to ensure that the Strategy is in place, and that it is realized and relevant, include:

- Annual plan for implementing the strategy. Use the strategic plan internally as a guiding document for deciding on the kind of interventions TNRF does, and to external stakeholders as a marketing tool to promote and advertise what TNRF does. Quarterly staff meetings will address and modify the strategy on a continuous basis.
- Institutionalise monitoring of implementation of the Strategy, using an internal annual review to assess and improve on it where necessary. This will be part of the outcome monitoring processes of TNRF, requiring approval of the Steering Committee for major proposed changes.

7.2 Strengthen TNRF's organizational capacity through a systematic learning approach

There is a need for TNRF to grow and maintain an innovative and quality organization with adequate capacity. However, the challenge involves the ways it builds, develops and strengthens its capacity. This requires a systematic learning approach and the creation of a working environment in which staff feel encouraged and enthusiastic about contributing their part. To be able to do this the following measures will be required to achieve the intended capacity development:

- Develop a focused monitoring of incentive scheme/working terms and conditions of other organizations that pursue personnel with comparable qualifications and if necessary review/adjust the competitiveness to the extent financially and practically feasible.
- Develop a staff performance development and capacity building plan: include team building, learning events, staff performance and feedback sessions and if required and funds allowing, individual training. Ensure that recently developed operational systems, policies and procedures are adhered to and if necessary modified to cater for changes in financial or other conditions
- Make sure that formal communication processes are in place to strengthen knowledge and participation in decision making, and ensure that appropriate management information systems for TNRF are functioning
- Strengthen the Outcome Monitoring system to ensure that best practices and lessons learnt are extracted from monitoring, are properly documented and are used in the learning process of TNRF as an organization.





