



Jumuiko la Maliasili Tanzania
Tanzania Natural Resource Forum

TNRF 2010 Report



Photo by: Resource Africa UK | Astrid Westerlind Wingström

CONTENTS

04 Letter from TNRF Chairman >> **05** Letter from the Coordinator >> **06** Learn, Know, Act! >> **10** Communications >> **12** TNRF Highlights from 2010 >> **23** Finance Matters >> **26** Moving Along... 2011

Board 2010

Mr. Alais Morindat

Chairperson, leading a pastoralist policy training initiative with the International Institute for Environment and Development and Kimmage Development Studies Centre.

Board members

Dr. Jane Mary Ntalwila – Jane recently joined TAWIRI as Principal Research Officer, and before was working as an ecologist working for Oikos East Africa, coordinating an environment and economic development project on the slopes of Mount Meru.

Dr. Charles Foley – Field biologist with the Wildlife Conservation Society leading the Tarangire Elephant Project and the Tanzania Mammal Atlas Project.

Mr. Damian Bell – A social entrepreneur and community-based tourism expert. Damian leads the Honeyguide Foundation, which provides tourism and micro-enterprise support to local communities.

Mrs. Sally Capper – Previously coordinator for Oikos East Africa, Sally now works as a consultant supporting fair trade business development in East Africa.

Dr. George Jambiya – Senior lecturer with the University of Dar es Salaam and senior policy officer with WWF-Tanzania. George is a leading contributor to many environmental initiatives throughout Tanzania.

Mr. Clive Jones – Now manages his own successful renewable energy company, Clive was formerly Director of Lands for AWF and played a pivotal role in establishing the Tanzania Land Conservation Trust's first land asset, the Manyara Ranch.

Dr. Steven Kiruswa – Leads the African Wildlife Foundation in Tanzania. Steven has a background in communications, public health and policy development for pastoralism.

Mr. Edward Loure – Coordinates the Ujamaa Community Resource Trust and brings a wealth of experience and leadership in community-based natural resource management in northern Tanzania.

Mr. Charles Meshack – Directs the Tanzanian Forest Conservation Group and brings many years of forest management experience working with forest-adjacent communities.

Mr. Jackson Muro – Links TNRF to rural communities through his work at the Tanzania Pastoralist and Hunter Gatherer Organization as its Coordinator.

Mr. Fred Nelson – Writer and consultant with an incisive knowledge of rights-based natural resource management and political economy issues in Tanzania and the wider region.

Dr. Moses Ole Nesselle – Veterinarian and community natural resource management practitioner working with the International Livestock Research Institute.

Mr. Keith Roberts – Director of the Friedkin Conservation Fund, Keith possesses a wealth of experience in natural resource management and is helping build relations with the hunting industry in which he works.

Letter from TNRF Chairman

It's exciting to watch TNRF grow. However, what's even more exciting is to watch as it grows strategically, adjusting to an ever-evolving social, economic and political climate in Tanzania. What used to be effective methods for information sharing may no longer be, with increases in mobile phones, internet access, and televisions. Working within the borders of Tanzania, while still a focus and priority for TNRF, can no longer be our only approach as our world has become more global. And struggling to gain the attention of the government is changing as the government slowly recognizes the value of working with civil society.

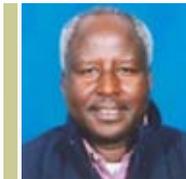
So I've enjoyed watching TNRF navigate this new road. In 2010 TNRF staff were in China, Ghana, Kenya, Mozambique, Mexico and Zambia. TNRF was blogging, producing radio programs and airing films on national television. Members of staff were appointed to national task force committees and government officials attended meetings hosted by TNRF and partners. These are all new areas of engagement for TNRF, moving the organization forward in this changing climate.

Although we have and we will encounter bumps along the road, I look forward to seeing more progress and change. As government looks to civil society, NGOs need to be strategic, empowering communities to engage with government directly. We need to continue to seek effective communications tools so that more Tanzanian citizens are aware of their rights and share a knowledge base about natural resource management. We need to meet with our neighbors and even those far away, to learn lessons and share our own. Most importantly, we need to continue to look far down the road, but keep our eyes on the bumps and turns that come.

Alais Morindat



Chairman of the Board, TNRF



TNRF's mission is to bring about improved natural resource governance 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.

Letter from the Coordinator

It's official. TNRF is growing, and we're growing fast!

Early in 2010 we began drafting the concept for TNRF's new Learn, Know, Act! program (LKA!), which was designed specifically to implement our organizational strategy. At that time it was all just an idea (and a good one, I should say), but I never could have imagined how quickly it would actually take shape. By August we received the first installment of our LKA! funds from UKAid from the Department for International Development's Accountability in Tanzania program, The Nature Conservancy and IIED generously joined in, adding to long time partners Norwegian People's Aid and Wildlife Conservation Society in supporting core TNRF activities, and by December we had secured support from the Foundation for Civil Society.

We were certainly occupied securing funds, planning for expansion, and building our organizational capacity, but all this was happening alongside a very busy, and quite successful programmatic year at TNRF. Here are just a few of our programmatic accomplishments:

- After TNRF facilitated all the REDD pilot projects to meet together for a lessons learning event, the group of civil society organizations have joined together on three occasions to develop formal recommendations and positions to be presented to the Tanzanian government. The Citizen expressed their support for the CSOs in an editorial published in their paper.
- Empowered and supported by the TNRF - UCRT Community Forums program, community members in Hanang joined together to gain back 28,000 hectares of land that was once used for a state-run farm. Also, women groups in Longido and Hanang campaigned against illegal land transactions and 43 out of 65 acres were returned to families.
- TNRF's Maajabu Films' short documentary, "Our Beloved Forest," had such an impact on Dr. Felician Kilahama, Director of the Forestry and Beekeeping Division, that he visited Loliondo to meet with communities and discuss the tenure issues the film covered. There are now plans for Loliondo Forest II to be gazetted as a Village Forest Reserve, which will allow the community to manage and own the forest resources.
- TNRF's Senior Forest Program Officer was appointed to be a member of the National Forestry Advisory Committee (NAFAC) by the Minister of Natural Resources and Tourism. This is a special committee, which gives advice to the Minister of Natural Resources and Tourism on issues related to Forestry.
- Pastoralist organizations from across the country came together in the Pastoralist Livelihoods Task Force (PLTF), building a platform for sharing information and advocating for improved conditions and rights for pastoralist communities. PLTF is an autonomous facility hosted by TNRF.
- Working with TNRF's Community Tourism Program (a collaboration between TNRF, Honey Guide Foundation and UCRT), four communities in Northern Tanzania have developed adaptive tourism management plans that will help guide tourism activities in their communities. Based on the experiences of those communities, a community-based tourism toolkit has been published for general use.
- Members of TNRF's secretariat participated in workshops and conferences around the world, from Mozambique to China, and Mexico to Ghana.

There is still so much to do, and 2011 will be a year of even more growth for TNRF. However, while we continue to build up our systems internally, building organizational capacity, we will also strengthen our ability through the LKA! program to focus on our goals—bringing justice and good governance to the natural resource sector in Tanzania. I look forward to another year working with my dedicated colleagues and all TNRF's great partners and members.

Sincerely,



Carol Sorensen, Coordinator





Learn, Know, Act!

Building citizen's voice and skills for improved natural resource governance

Tanzania Natural Resource Forum (TNRF) developed '**Learn, know, act!**', a communications and advocacy initiative that links learning to the transformation of natural resource governance in Tanzania through helping build citizen voice, demand and action (see learning cycle on page 8). The 'Learn, know, act!' (LKA!) program aims to bring about citizen-driven changes in policy and practice for achieving more effective, efficient and equitable sustainable natural resources management. LKA!, introduced in 2010, is the core TNRF program, implementing the TNRF Strategy (2009-2012).

TNRF's goal: Policy and practice changed for the better – through improved governance and accountability in Tanzania's natural resource sector.

TNRF's mission is to bring about improved natural resource governance 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 program.

TNRF's key strategies: As a catalyst for change and improvement in natural resources management, TNRF works with communities, civil society organizations and the private sector through the following strategies:



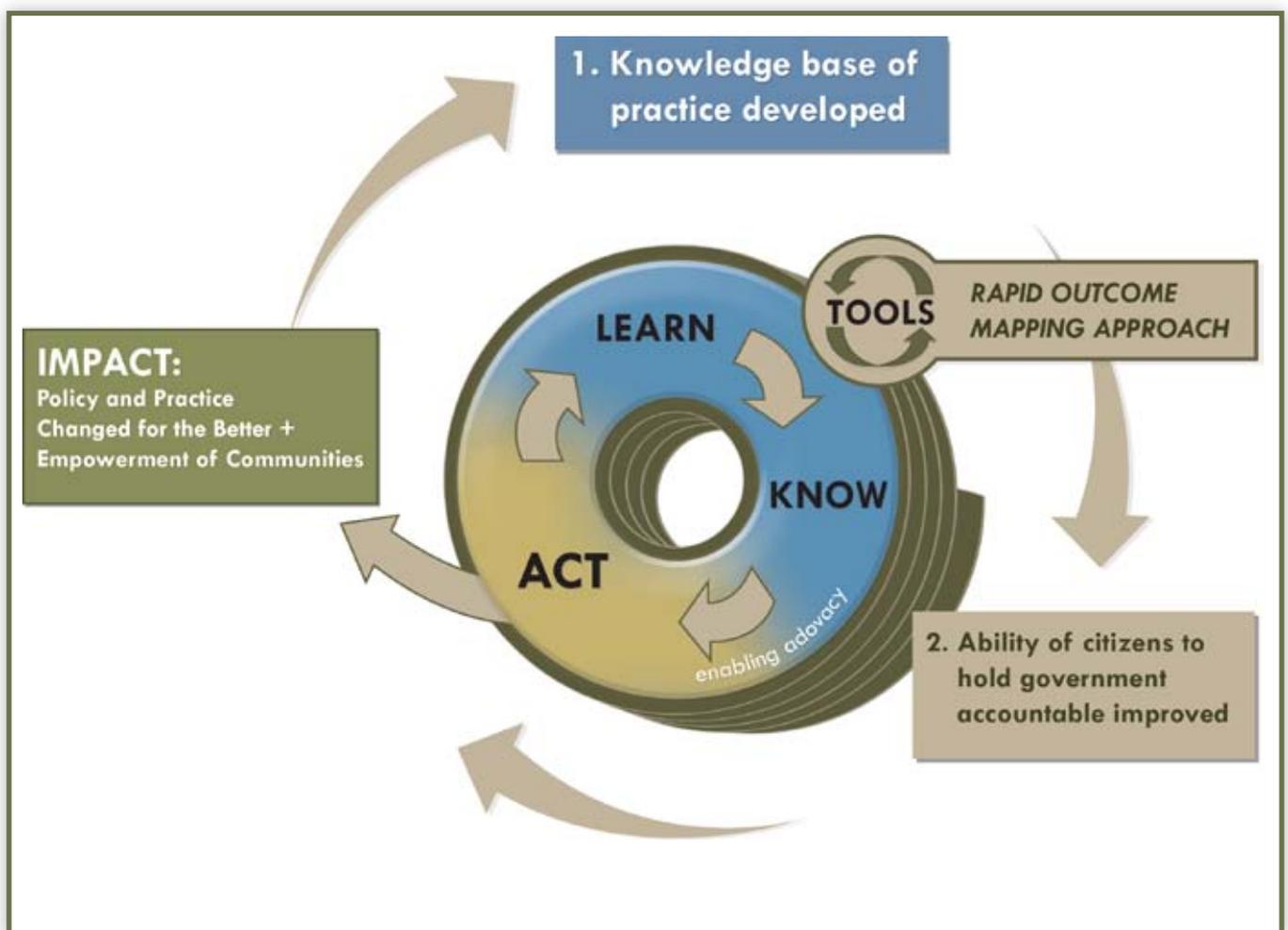
1. Increasing the availability and relevance of information
2. Enabling advocacy efforts for better governance and environmental stewardship through collective action
3. Innovating for enhanced economic and environmental outcomes

TNRF focuses on areas of environmental and natural resource governance concern. Currently the focus is on issues of community based natural resource management within the forestry, wildlife and rangelands sectors. Climate change adaptation and mitigation cut across these sectors, as do guiding principles of equity, gender, accountability and popular and free participation in decision-making.

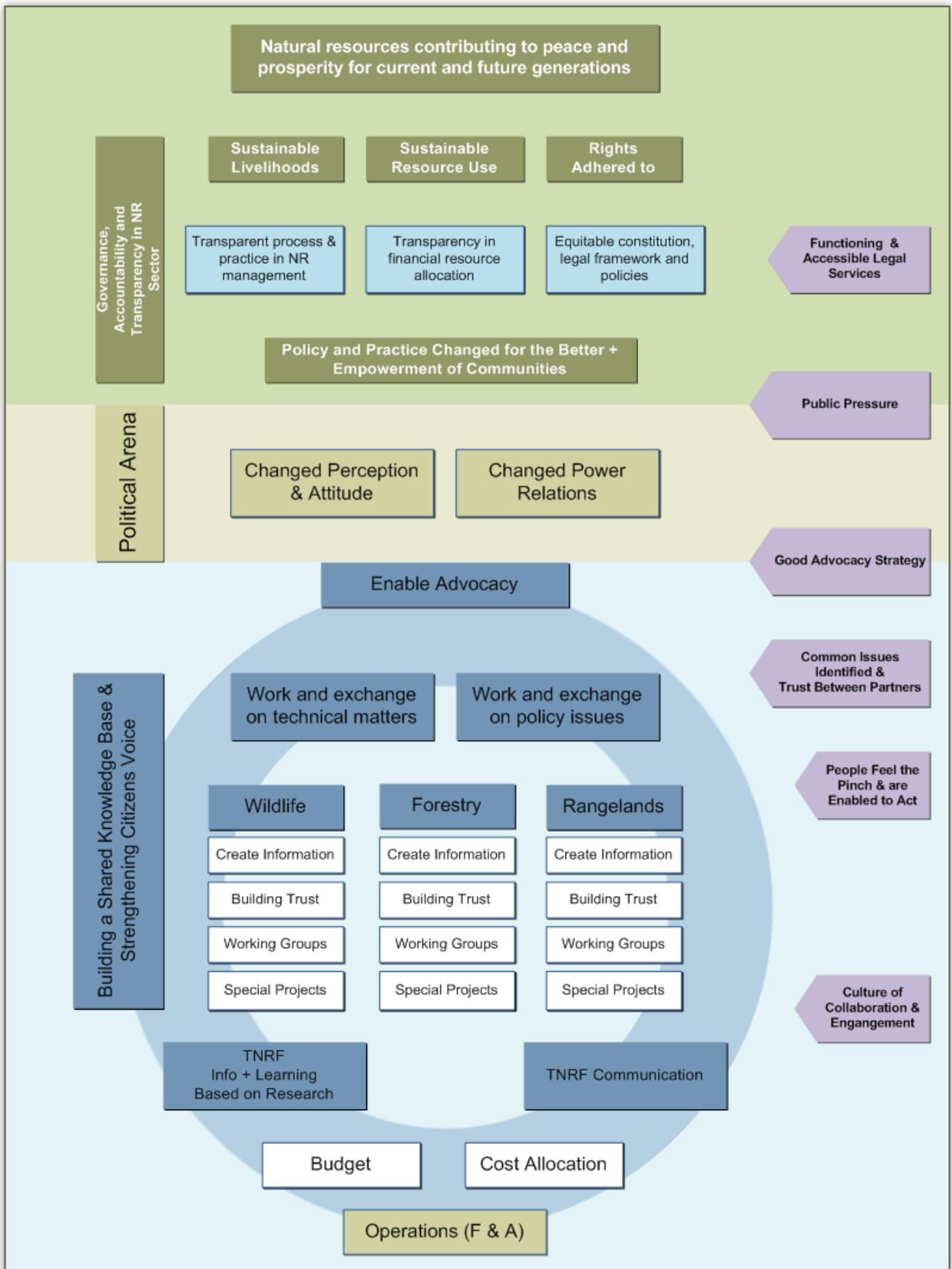
Within these thematic areas, TNRF facilitates and supports member-driven Working Groups, platforms for collaborations on policy and practice issues that are of direct use and interest to members. TNRF also provides technical support to special projects and initiatives that respond to members' interests and that are relevant and informative to the thematic area. All these initiatives provide an opportunity for TNRF's diverse membership to collaborate and effectively tackle policy and practice issues in a practical way at a range of different levels.

TNRF Logic Model: putting the pieces together

Learn, Know, Act! Diagram: the learning, knowledge and action circle



Through continuously building a knowledge base of practice developed—learning—TNRF aims to enable citizens to increasingly be able to hold government accountable on natural resource issues—knowing—and enable advocacy efforts to ensure equitable and accountable natural resource governance in Tanzania—acting. This diagram is the conceptual model for TNRF's core LKA! program: *Building citizen's voice and skills for improved natural resource governance*



This logic model illustrates how TNRF, through LKA!, is structured in a way for us to not only achieve our goals, but also to see how our organizational goals are linked to much broader and more robust ambitions. The logic model links the concept model of the learning, knowledge, action spiral (on page 8) to our major strategies and desired outcomes, showing our core engagement and allowing us to track our strategies.

Communications



As an information-sharing network, communications has always played an important role at TNRF. However, in 2010, with the introduction of the Learn, Know, Act! program, significant efforts and resources were placed to strengthen and expand the capacity and services of this department. By the end of 2010, TNRF's communications team, including TNRF-Maajabu Films, consisted of a small but growing unit, which is planned to double in size in 2011.

The department provides support for the working groups, special projects and TNRF as a whole. In 2010 web traffic nearly tripled during COP 16 while TNRF maintained a daily blog, and weekly email newsletters, sent to four of our mailing list, were constantly filled with news and publications for our members' interest.

However, the highlight for communications in 2010 was engaging in REDD. With strategic and ongoing support from The Nature Conservancy, TNRF communications worked very closely with TFWG to develop and implement a communications action plan for REDD. Through radio, media engagement, film, blogs, information briefs and even a comic book, TNRF was able to experiment with new mediums and reach stakeholders from government officials and international audiences to community members and CSOs. The success of this effort and the lessons learned will be built upon in 2011 as we refine and strengthen our communications work. TNRF is also fortunate to have dedicated support from IIED and TNC to help build our communications capacity in 2011.



TNRF Highlights from 2010



Currently TNRF facilitates several initiatives: the Tanzania Forestry Working Group, the Pastoralist Livelihoods Task Force, the Wildlife Working Group. In addition TNRF supports several member-driven initiatives: developing approaches for socially and environmentally responsible tourism; strengthening community level forums linking into customary institutions and women's leadership; and the civil society forum for climate change (ForumCC). All of this work falls under different thematic areas—forestry, wildlife, rangelands and a cross-cutting area, climate change. Considerable work has been done with partners and members in these thematic areas, and the work is highlighted below.

Forestry

- After TNRF facilitated the REDD pilot projects to meet for a lessons learning event in September 2010, the group of civil society organizations joined together on four occasions to develop formal recommendations and positions on REDD to be presented to the Tanzanian government—[Recommendations on for the National REDD Strategy](#) (Nov. 2010); [Recommendations for the World Bank’s Readiness Preparation Proposal](#) (Oct. 2010); [Position for REDD at Cancun COP 16](#) (Nov. 2010). *The Citizen* expressed their support for the CSOs in an editorial published in their paper.
- There were a number of publications produced on REDD throughout 2010. The policy brief “[Forest Governance and REDD Readiness in Tanzania](#)” was produced by TNRF’s TFWG members for TFCG in August 2010, and was extensively distributed by TNRF. TNRF, with TFCG/MJUMITA, published two newsletters, TZ-REDD, that were widely distributed and received great feedback from a variety of stakeholders. A film exploring benefit sharing mechanisms, land tenure issues and community perspectives on REDD, “[REDD: Opportunity or Threat?](#)” was produced by TNRF and TFCG/MJUMITA and aired on national television. The film was also brought back and shared with the communities where it was made. Additionally, a radio program covering similar themes was made and aired on national television. Finally, a comic-booklet geared at informing REDD pilot project communities about issues with REDD was published and distributed.
- In November, prior to COP 16, TNRF collaborated with partners to host a training for journalists on REDD and climate change. [News coverage on REDD in Tanzania](#) was active during November and December.
- TNRF sent a representative to COP 16 in Cancun to cover REDD issues during the negotiations. The blog, “[MKuhumi at COP 16,](#)” provided a great summary of the negotiation developments, especially in the Tanzanian context.

Transparency and Accountability in Forest Governance

- TNRF is hosting the Forest Governance Learning Group (FGLG), which is an informal alliance of in-country groups and international partners currently active in eight African and three Asian countries. The aim is to connect those marginalized from forest governance to those controlling it, and to help both do things better. It is a program of the International Institute of Environment and Development (IIED), and TNRF is hosting the Tanzania FGL Group. So far, FGLG has produced a film on illegal logging in Tanzania, which was shared at an international FGLG gathering as well as to members of the TFWG and to a donor meeting on corruption in Dar es Salaam, Tanzania.



- Mama Mimitu Campaign is preparing to enter into Phase II, beginning with a pilot and set up phase. Phase II of the campaign will focus more on district involvement.
- TNRF, in collaboration with the ODI, carried out research to produce a document on the political economy of an anti-logging campaign. The research was conducted in August 2010 and a report is expected to be published in 2011.
- In 2010, the Senior Forest Program Officer at TNRF was appointed to be a member of the National Forestry Advisory Committee (NAFAC), a committee giving advice on forestry to the Minister. The Officer attended two NAFAC meetings in 2010.

Securing Community Rights to Forests

- TNRF's short documentary, "Our Beloved Forest," (2010) had such an impact on Dr. Felician Kilahama, Director of Forestry and Beekeeping Division, that he visited Loliondo to meet with communities and discuss the tenure issues the film covered. There are now plans for Loliondo Forest II to be gazette as a Village Forest Reserve, which will allow the community to manage and own the forest.

Redda

Learning about REDD from a Tanzanian Girl

Redda is the story about a girl from a small, forest community in Tanzania. On a trip to her aunt's, Redda is exposed to a frightening environment—deforested and degraded lands, poor water resources and overwhelming agricultural expansion. When she returns to her community she shares this experience and questions how her community can avoid such a fate. During a village meeting, the concept of REDD is brought up and explained in simple terms. However, what really comes out of the discussion is the idea that in order for communities to successfully be involved in REDD, they must be well informed about their rights and the process and they must continue to ask questions along the way and demand satisfactory answers. Redda's community talks about fair benefit sharing mechanisms and what 'fair' actually means; rights over their forest and rights over 'carbon'; and they discuss the need to continue to learn more about REDD.

Redda's story was made into a 4-page comic book printed in Swahili and distributed to community members participating in REDD pilot projects. Her story is hoped to continue as REDD implementation carries on.



Rangelands

- In 2010, PLTF developed a framework for operating with the aim of strengthening the initiative so that it can be firmly in the hands of the members. The idea was that strengthening membership roles would help PLTF serve as a transparent and accountable platform, which would strengthen support for effective advocacy.
- PLTF has engaged with all major pastoralist CSOs in the country to develop a National Strategy for Pastoralist Civil Society in Tanzania (still in process).
- PLTF was requested by all major pastoralist organizations to organize a meeting (one held in May and one in August 2010), to develop common strategies for working to strengthen the rights of pastoral communities. Approximately 60 CSOs attended these meetings.
- PLTF members actively engaged with IFAD, the Ministry of Livestock and Fisheries, local government authorities and civil society to improve rangeland management in five districts in Dodoma Region.
- In October, the findings on the value chain of hides and skins were disseminated to communities and pastoralist organizations through TRIAs and PLTF. Five training were held on business development skills, using the study to inform the training. PLTF, with UCRT, PWC and LDDC, provided three training to communities in four villages in Longido district on policies and practices that affect their lives.
- Engaging in another value-chain study, PLTF facilitated and engaged in a study with IIED on a value chain analysis of the roast meat business in Arusha. Results will be used to engage with the private sector to promote meat raised in the pastoralist production system. Results are expected to be finalized in 2011.

Community Forums

- Community Forums customary pastoralist institutions of the Maasai and Barabaig were increasingly active in 2010, and effective in four districts—Longido, Ngorongoro, Hanang and Simanjiro.
- Maasai and Barabaig women's forums were established in 18 villages in these districts and women from these districts were brought together for two regional meetings/training. Women and customary leaders in 16 villages have access to and exchange information on leadership, democratic processes, land rights, and the contents of appropriate legislation provided through training/ information sharing in local languages (Maa and Barabaig) at Community Forum meetings.
- Women's groups in Longido and Hanang Districts campaigned against illegal land transactions and 43 out of 65 acres were returned to families.
- Women Forums initiated and set up small groups through their own financial contributions. These groups promote a) early childhood learning and b) saving and credit groups that work on projects to raise money. Terrat, Longido and Kitumbeni have set up basket funds (with funds contributed by members) to support local initiatives or meetings.
- Communities requested training on land laws and have used this knowledge to claim their rights at village and district government levels. The women's forums are engaged in making village by-laws on brewing and consumption of alcohol, reviewing land allocations and are monitoring village governments to ensure that land allocations follow legal procedures of going to village assemblies, rather than being decided by village council (chair).

Strengthening Voices

- This project, coordinated by Kimmage Development Studies Centre (KDSC) and the International Institute for Environment and Development (IIED) with support from TNRF, aims to strengthen community voices and policies to improve pastoralist livelihoods. In 2010, the project worked in Kilosa and Longido Districts with community leaders, District Councilors, District Extension Officers and community members with a focus on women.
- There were extensive trainings organized for Council leaders on issues related to pastoralism. Specifically, the trainings focused on planning related to Longido's strategic plan—water, land, animal health and alternative livelihoods—and procurement procedures for local government authorities. Traditional leaders received trainings, which covered similar issues as well as provided general information about pastoralist policies, leadership and development. Community Forums assisted with bringing women leaders into the project. Finally, a community training of trainers was organized for young extension officers. This training was held in collaboration with training twelve District Extension Officers.
- The project continued to build and refine the pastoral training course and manual, which are core features of *Strengthening Voices*. The purpose of both is to explain the economic and ecological aspects behind pastoralism, demonstrating the rationale behind pastoralist livelihood options—why mobility makes sense and why indigenous livestock breeds are more successful than imported breeds, etc. The course, “Pastoralism and Policy Options,” was taught at MS-TCDC and between 2007 and 2010, 69 individuals attended, a considerable number from the Ministry of Livestock Development and Fisheries.
- An evaluation of the project was carried out in 2010. A film, with TNRF-Maajabu support, was made about the process. Amongst other things, the evaluation determined that there is now, particularly in Longido District, a critical mass of civil society organizations and traditional leaders with greater capacity to engage in local government decision-making processes over access to land and relevant social and economic services.
- *Strengthening Voices* engaged at the national level, meeting with the Pastoralist and Agro-pastoralist Parliamentarians group in Dodoma and making a presentation on pastoralism and policies to more than 30 European donor representatives.

Information Sharing

- The TNRF-Maajabu film unit engaged with GalfMed, an international non-for profit organization, and a Tanzanian private veterinary company to produce a film about the debilitating cattle disease, East Coast Fever. The purpose of the film was to promote immunization and the benefits this will bring to pastoralist communities. The film was launched in Tanzania and the EAC in September 2010, and TNRF is waiting upon GalfMed to make the film public.
- In September 2010, TNRF published a policy brief, “Resolving the Loliondo Conflict: Economic and Policy Options,” which was given to *the Presidential commission and other Committees visiting the area following the conflicts of July 2009 when pastoralists were evicted from the controversial Loliondo hunting blocks*



Wildlife

- *The WWG engaged with Wildlife Conservation Society in making a film about human elephant conflict near Arusha National Park. The film will be released in 2011.*
- Members of the WWG participated in preparatory workshops in 2010 on updating the Tanzania elephant plan, which has become outdated since its review in 2001. Following this review, a National Workshop was held, and TNRF was invited to attend.
- In April, 2010 TNRF with partners, organized and hosted a human elephant conflict (HEC) workshop, which was the first of its kind. This was a consultative stakeholders' workshop that brought together all practitioners, managers and researchers to discuss HEC matters in Tanzania. Many follow-up consultations were had, and there seems to be a strong desire for a HEC Forum, which would be hosted by TNRF.

Tourism

- In September, 2010 Round Table Africa convened a meeting attended by more than 80 businesses to discuss the possibility of developing a code of conduct for the tourism industry in Tanzania. This initiative is an engagement of the tourism industry and MNRT, and TNRF was selected to host a secretariat to develop the initiative. The process is still in the developing stages.
- Adaptive Community Tourism Management: Communities and Village

Governments of four villages in northern Tanzania engaged with TNRF and partners in developing village tourism plans, later enshrined in District and Village by-laws. The adaptive community tourism management tool that was developed and finalized in November 2010, is intended to help partners like TRIAS, as well as private sector, to engage in community based tourism initiatives.

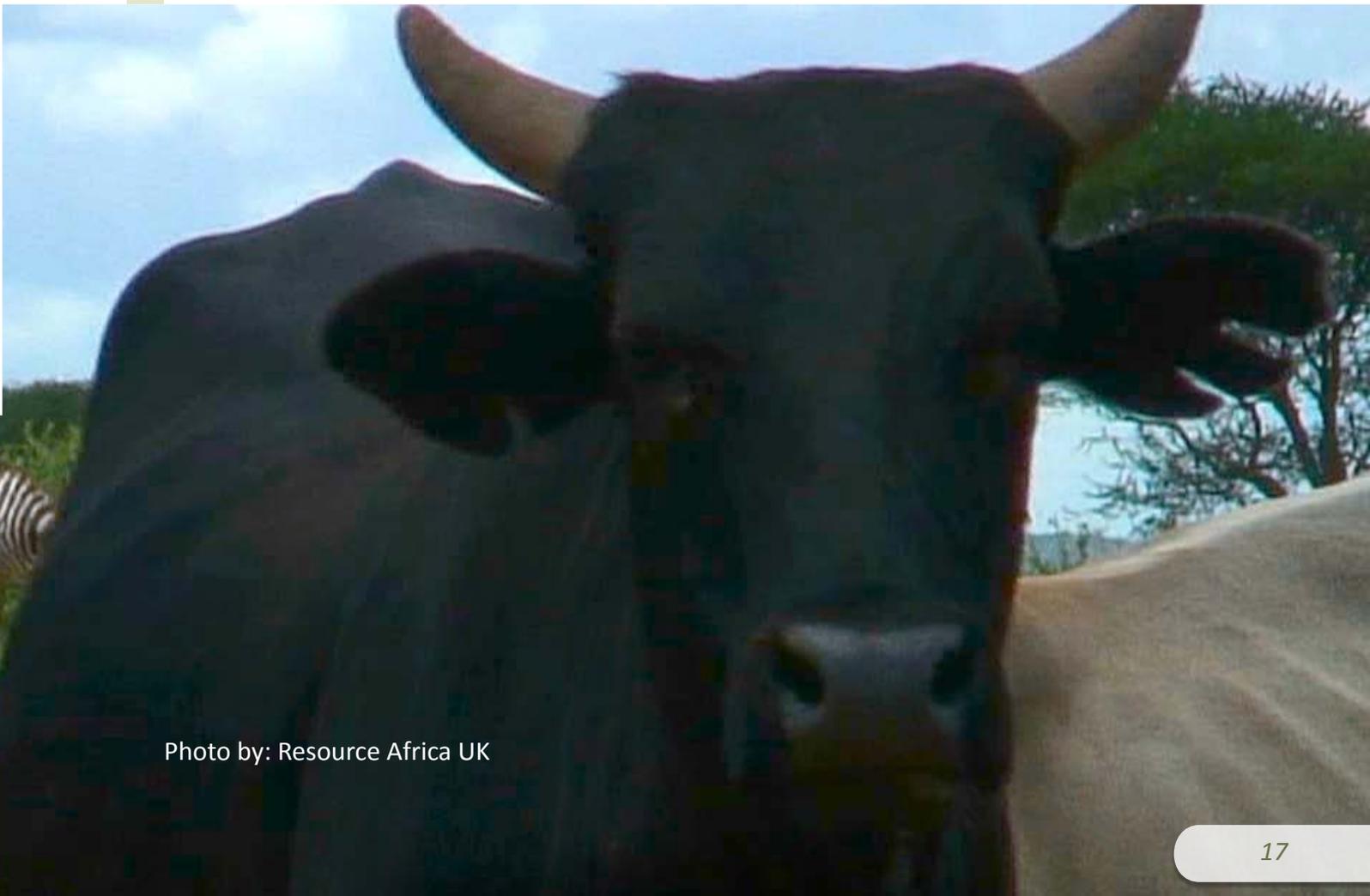


Photo by: Resource Africa UK

Awareness Raising

- The Forum organized several workshops with the aim of sharing information, coming up with one voice on certain pertinent issues on climate change in the country and also offer a platform for the members to network and share what they do with the rest of the group. They organized four meetings in 2010, one on reviewing the COP15 outcomes and to plot the way forward, the other was a side event parallel to the World Economic Forum on Africa which took place in Dar es Salaam. WEF appreciated civil society contribution to the discussion. The Forum also held a very successful meeting prior to COP 16, where they were able to get the Government of Tanzania to share their position for negotiations.
- ForumCC organized and held trainings with the aim to create awareness of the issue of climate change as well as to offer the selected attendees tools, such as CRYSTAL, that they could use in their local areas to educate communities on adaptation. The forum was able to organize one such training in collaboration with IUCN.
- ForumCC worked to mainstream climate change—bringing the topic into people’s conversations and national debates. The forum supported several artists in the country and abroad to do a [song](#) themed on climate change, the song, “Aintgotnothin,” was first played in March 2010, at a climate change concert organized by ForumCC and partners It’s in our hands Climate Change (*Ipo Mikononi Mwetu*). The song is being played on different networks in the country and also available online.

Engagement

- ForumCC was very active at the international level during 2010. The forum was represented in Ghana at the Pan African Climate Justice Alliance (PACJA) Post COP15 meeting. It also had to representatives at the Tianjin Climate Change Conference in China and at COP16 in Cancun, Mexico. Throughout all these events, [blogs](#) were kept to share information with CSOs in the country and some media houses such as TBC and Clouds. These events also served as great networking opportunities as members of ForumCC had direct access to government officials and were able to engage in dialogue with them about climate change policies in Tanzania.
- In October, 2010 ForumCC and partners organized a Tanzanian event to participate in the International Day of Action. ForumCC’s member organization, UWABA was supported by the forum to organize a [cycle caravan](#) on the 350 Global Day of Action on the 10/10/10. The event had extensive media coverage and witnessed the participation of a wider audience of people from different age groups and representatives from the government. Clips from the event were included on international news coverage of the Day of Action, including an interview with the ForumCC project manager.

FORUM CC



ANANCHI
SUPER SEMO
MAHINDI

Community Forums



Hanang: Empowering a community through Community Forums:

In the 1970's land was taken by the central government from communities in Hanang's and given to state-run NAFCO Farms (*National Agricultural and Food Cooperation*). More recently, this land was being sold off to individual buyers. Community Forums got involved and formally requested the President to return authority of the land back to the communities, as was originally promised. This resulted in 28,000 acres of *waret* and *Gawal* farm lands in Hanang being reclaimed by the community.

Hanang's Community Forum has also been involved in land use planning, negotiating and resolving conflicts. Specifically, they have developed plans for protecting cattle pathways, farm placement, regulating grazing, preventing the illegal harvesting of trees for charcoal and timber production, and protecting water sources.

Members of the Community Forum in Hanang believe that the government is now listening to them and taking their ideas seriously. Another great step in Hanang has been the inclusion of women in Community Forums. In Hanang women explained that now, with the Community Forum and the training provided through the Community Forum project, women can also attend meetings, representing the community and contribute to the deliberations. They said now their eyes have been opened and it is no longer possible for men to tell women not to go to meetings. One woman said, "We learned that we have a voice and we can speak and act."

The Community Forums initiative focuses on supporting existing customary leadership institutions to become effective natural resources negotiators and advocates in representing community rights and interests. This initiative is aimed to empower the community through traditional leadership to address issues of development, thereby reversing the traditional development approach from top down to now bottom up.

Cycling for Climate Change

in Dar es Salaam



On October 10, 2010 ForumCC and UWABA (Umma Wa Wapanda Baikeli) organized a local event in Dar es Salaam that helped carry this global message. The message was about climate change and it was about action. The 350.org event was part of a global effort to get people from around the world to demonstrate to national and international leaders that people across the globe want real action on climate change. The event in Dar certainly made some noise!

On the morning of the 10th, hundreds of cyclists and tri-cyclists took to the streets of Dar es Salaam, calling on Tanzanians to travel by bicycle in order to reduce carbon emissions. They also were calling on world leaders to cut the emissions of carbon that are causing climate change and for the rich nations to assist the poorest to adapt to the increasing impacts of climate change. It was a long ride around Dar on a hot day, but it was an important message that a lot of people saw and heard.

One month later, ForumCC hosted a pre-Cancun meeting where they shared this same message with members, media and representatives from the Tanzanian Vice President's Office. The meeting served as a great opportunity for both civil society and the government to exchange their positions prior to Cancun negotiations.

Maajabu – The power of film



TNRF-Maajabu Films believes the power of film can be extraordinary, and in the case of the Loliondo Forest, it has been. Last April, TNRF-Maajabu produced, “Our Beloved Forest,” a short documentary film about a divided forest in Ngorongoro District. During the Colonial era, the Loliondo Forest was divided into two—Loliondo Forest I, which was given to the District Council, and Loliondo II, which remained as village land to be managed by the local Maasai communities.

In 2008, there was talk that the central government wanted to change the status of Loliondo Forest II to a National Forest Reserve, thereby giving management and ownership control of the forest to the government and disallowing community members to live within the forest boundaries.

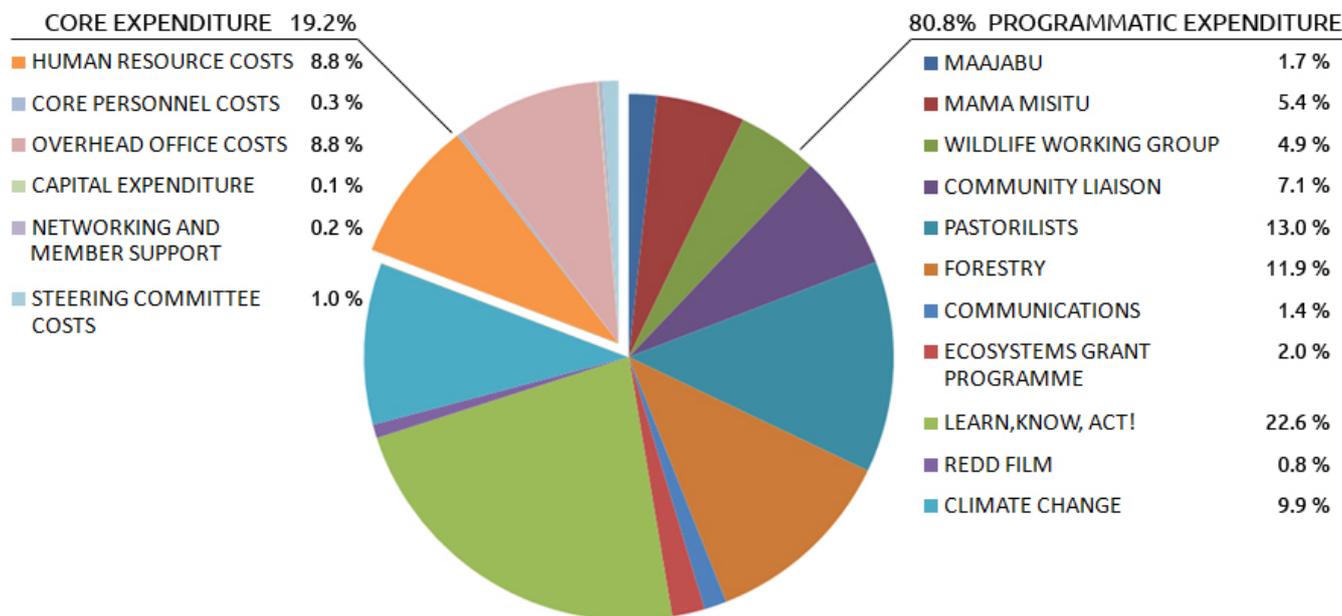
“*Our Beloved Forest*” is a story about a community who cares for the forest they’ve lived in and sustainably managed for decades, and their desire to keep it. The documentary footage contrasts the lush, well managed Loliondo II forest, to the heavily degraded, poorly-managed Loliondo I Forest.

Upon viewing the film, Dr. Felician Kilahama, Director of the Forestry and Beekeeping Division, decided to visit the Loliondo Forest II with Maajabu staff so that he could gain a better understanding of the situation. After meetings with community members and local district authorities, it was concluded that participatory forest management was the best approach for both forests, and that Loliondo II should be gazetted and become a Village Forest Reserve.



Financial and Organizational Matters

(All figures in Tsh million)



Total Expenditure: Tshs 1,032,100,000

Brief overview of financial results for the year ended 31 December 2010

As may be seen from the 2010 audited financial statements, during the year ended 31 December 2010, there has been a significant improvement in the financial fortunes of TNRF. The main reasons are as follows:

- **Increased income:** Funds received from donors and other revenues at Tsh 1,313 million increased by Tsh 439 million (50%) from Tsh 874 million in 2009.
- **Lower expenses:** Expenses were Tsh 1,032 million compared to Tsh 1,157 million in the previous year- a decrease of Tsh 125 million(10%).
- **Deferred revenue increase:** The deferred revenue carried forward figure at the end of the year of Tsh 361 million (representing unutilised revenues) increased by Tsh 240 million.
- **Total assets increase:** At the year end, total assets were up by just over Tsh 300 million (Tsh 387 million this year end compared to Tsh 83 million at the previous year end).

During the year, as described elsewhere in this annual report, a significant grant agreement was signed with UKAID's Department for International Development under their Accountability in Tanzania (AcT) initiative. The agreement is for a 19 month period, commenced in August 2010 and ending in February 2012. The total grant for this period is GB Pounds 925,000 (equivalent to approximately Tsh 2,109 million); of which GBP 193,000 (equivalent to Tsh 440 million) or 20 percent, was received during the 2010 financial year. The grant will be utilised under TNRF's exciting Learn Know Act! (LKA!) programme. Tsh 234 million was expended on the LKA! programme during the year.

The grant has been structured in a way that will not only help TNRF achieve its objectives, but will also make a significant contribution to the TNRF's core costs. Consequently, this will bring much needed stability and sustainability to TNRF's existing and future operations.

Although the AcT grant alone accounted for the increase in donor income, there were other 'swings and roundabouts' that compensated each other. The principle decreases were: The Finnish Ministry of Foreign Affairs; DANIDA RTL; WCS; VATAID and IIED and totaled Tsh 432 million, (respectively 292; 39; 37; 34 and 30 million). The compensating increases were from: DFID/CC Forum; The Forest Governance Group (IIED); The Nature Conservancy; TRIAS; Norwegian Peoples Aid; and totaled Tsh 430 million (respectively Tsh 237; 68; 62; 58 and 6 million).



Key future financial challenges

For the future success of the organisation, it is essential that all restricted projects make a contribution to the core expense (LKA!). This contribution could come as a percentage of the total grant income; a specific contribution to particular core expenses (for example, salary); or by a combination of both of these.

Another key financial challenge facing TNRF in future will be to ensure that grants received from donors are sufficient to cover TNRF'S ambitious programmes and the future grant period is long enough to enable the organisation to commit to projects and staff, on a medium to long-term basis.

Improvements in financial reporting, accountability and governance

With expected ongoing growth in TNRF operations, the Steering Committee and Executive Management have embarked upon a series of actions in order to improve financial reporting, accountability and governance:

- **Introduction of revised organisation structure:** With the much appreciated advice and assistance of MDFesa Consultants, TNRF conducted a thorough review of the existing organisation structure, so that the organisation will be suitable for future expanded operations. One of the key financial changes has been the appointment of a new Head of Operations (to join TNRF in 2011), who will be responsible, not only for financial reporting, but also human resource and administration. A new office has been opened in Dar es Salaam to enable the organisation to interact more easily with government and the donor community.
- **Review of management information and reporting systems:** TNRF has appointed a consultant to review and update the organisation's management information and reporting systems. One of the main objectives of the assignment is to ensure that timely information is received by management on which to take decisions and in a format suitable for all its donors and members.
- **Review of administration and human resource policies manuals:** The administration and human resource policies manuals have been reviewed by a consultant, with particular reference to compliance with the Tanzania Labour Laws. Contracts of employment have also been revised. In addition, a review has been performed of employee terms and conditions, including remuneration, to ensure that the terms and conditions are competitive, so that TNRF recruits and retains the brightest and the best.





- **Review of finance policies, including internal controls:** The finance policies manual is in course of being revised by the financial adviser, specifically to update and improve internal controls, including a review of the authorisations and approvals procedures. Another important aspect of the internal control review, which is extremely important to our organisation, is to ensure that controls are in place, so that funds received are monitored and accounted for, in terms of the specific agreements with the donors. In particular, there should be no inter-mingling of restricted funds with unrestricted funds.
- **Appointment of new professional advisors:** The Steering Committee considers that TNRF should retain competent advisers who will be able to give the very best professional advice. Well- respected legal and tax advisers were planned for appointment in early 2011. These two firms are already advising TNRF and compliance reviews have been commissioned. In addition, a decision has been taken to appoint an internationally-recognised firm of accountants, as auditors of TNRF, with effect from 1 January 2011. The appointed firm will ensure that the audit is conducted, in accordance with International Standards of Auditing, and that the financial statements are prepared in compliance with International Financial Reporting Standards.
- **Risk and compliance review:** Finally, in accordance with best practice, in 2011 TNRF has planned to conduct a risk and compliance review. This review will involve an assessment by the Steering Committee, Executive Management and senior staff to identify the external and internal risks faced by the organisation. The assessment will include the likelihood/probability of each risk occurring, the impact (financial and reputational) of the risk should it happen, and the steps to be taken by TNRF to ensure compliance and to mitigate each risk.

One of TNRF core values is that all stakeholders are entitled to expect the very highest standards of financial accountability, financial probity and transparency in their dealings with TNRF. Whilst there will inevitably be room for further improvement on these matters, the Steering Committee and Executive Management believe that they have addressed the most significant issues and established a framework for a sound financial foundation in the future.



Moving Along... 2011



Our work in 2010 has helped build a foundation to bring us forward in 2011. We not only plan to engage in new special projects, such as a dry lands climate change adaptation programme, but we also will be ready to expand existing ones with the implementation of phase two of the Mama Mitsu campaign.

As part of the learning component of Learn, Know, Act!, we plan to increase and enhance research activities, such as carrying out a study on wildlife management areas, a legal review of land use planning processes and exploring human and wildlife relationships from a variety of stakeholder perspectives. All information will be shared and disseminated through an improved communications system at TNRF that with partners we will continue to shape and develop in 2011.

Our office will grow in 2011, with new employees in operations, communications and programs. We will implement a new learning and monitoring system and our accounting and administrative systems will be reviewed and refined. Finally, in 2011 we will look to strengthen relationships with our partners, members and donors. Our LKA! program supports the core work of TNRF, and we will look to expand donor support for this program. In 2011, we will look back to learn lessons and look forward to seek change!



