

Annual Report

2011

Tanzania Natural Resource Forum

‘Learn, Know, Act!’

Building Citizen’s Voice and Skills for Improved Natural Resource Governance

Jumuiko
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Tanzania



Tanzania
Natural
Resource
Forum

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I. Introduction

What is TNRF?

TNRF is a membership-based organization made up of representatives from civil society organizations (NGOs and CBOs), academia, private sector and ordinary citizens. TNRF brings together members and partners with an interest in areas of natural resources governance, including crosscutting issues, such as climate change or gender. With a wide range of member and partner interests, TNRF focuses attention on three main thematic areas: wildlife, forestry and rangelands. Within these focal areas, TNRF facilitates and supports member-driven Working Groups on policy and practice issues that are of direct use and interest to members and TNRF also provides support to special projects and initiatives that respond to member's interests. TNRF strengthens dialogue in a range of initiatives, task forces, meetings, debate, media, newsletters, film and electronic interactive communications. All of these initiatives provide an opportunity for TNRF's diverse membership to collaborate and tackle policy and governance issues in a practical way and at a range of different levels.

TNRF's mission is to work for 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.

The ability to bridge the gap between citizen and national priorities entails a deep and comprehensive understanding of laws, policies and practice at various levels, as well as an understanding of the context for effecting change. This is why in 2010, TNRF developed '**Learn, know, act!**' to operationalise its **Strategic Plan**. And in August 2010, TNRF started implementation, linking learning to the transformation of natural resource governance in Tanzania.

The Annual Report, purpose and structure

This annual report covers the period from January to December 2011. It lays out the details and analysis of activities carried out under TNRF's core strategic program, **Learn, Know, Act!** (LKA!). Specifically, the report narrates the contribution of TNRF towards improving natural resources governance in Tanzania while also highlighting the development of TNRF as an organisation more generally.

This first section introduces TNRF and this report. Section II reports the key results of the work done in 2011. This section provides an overview, linking TNRF activities to a broader scale and relating them to the desired outcomes and goal of TNRF. The next section reports on organisation support provided by TNRF, giving an overview of TNRF's structure and the general strategies used to deliver services and seek results. The fourth section reports on communications support to programs, as well as a review of the department's strategies and general development through the year. This section links the structure of TNRF to its core program, LKA! The fifth section details the programmatic activities: description of activities, intended outputs and overall lessons. The final section provides a brief snapshot of moving forward in 2012.

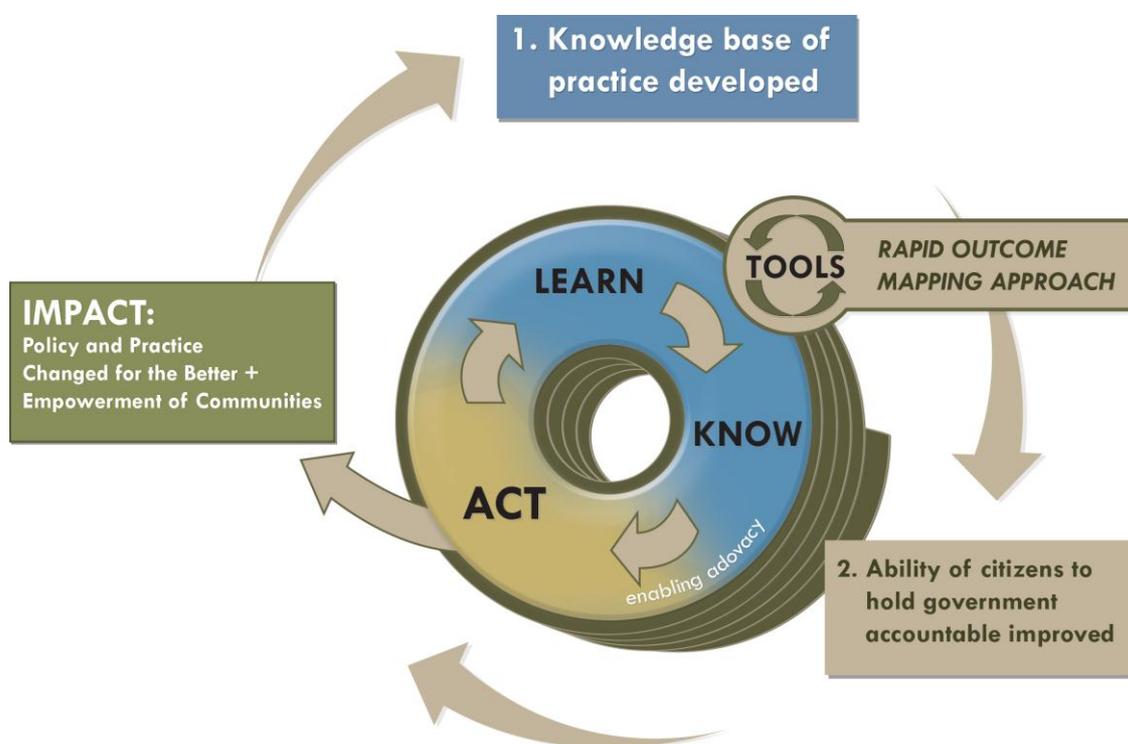
II. Changing Policy and Practice for the Better; Reporting results

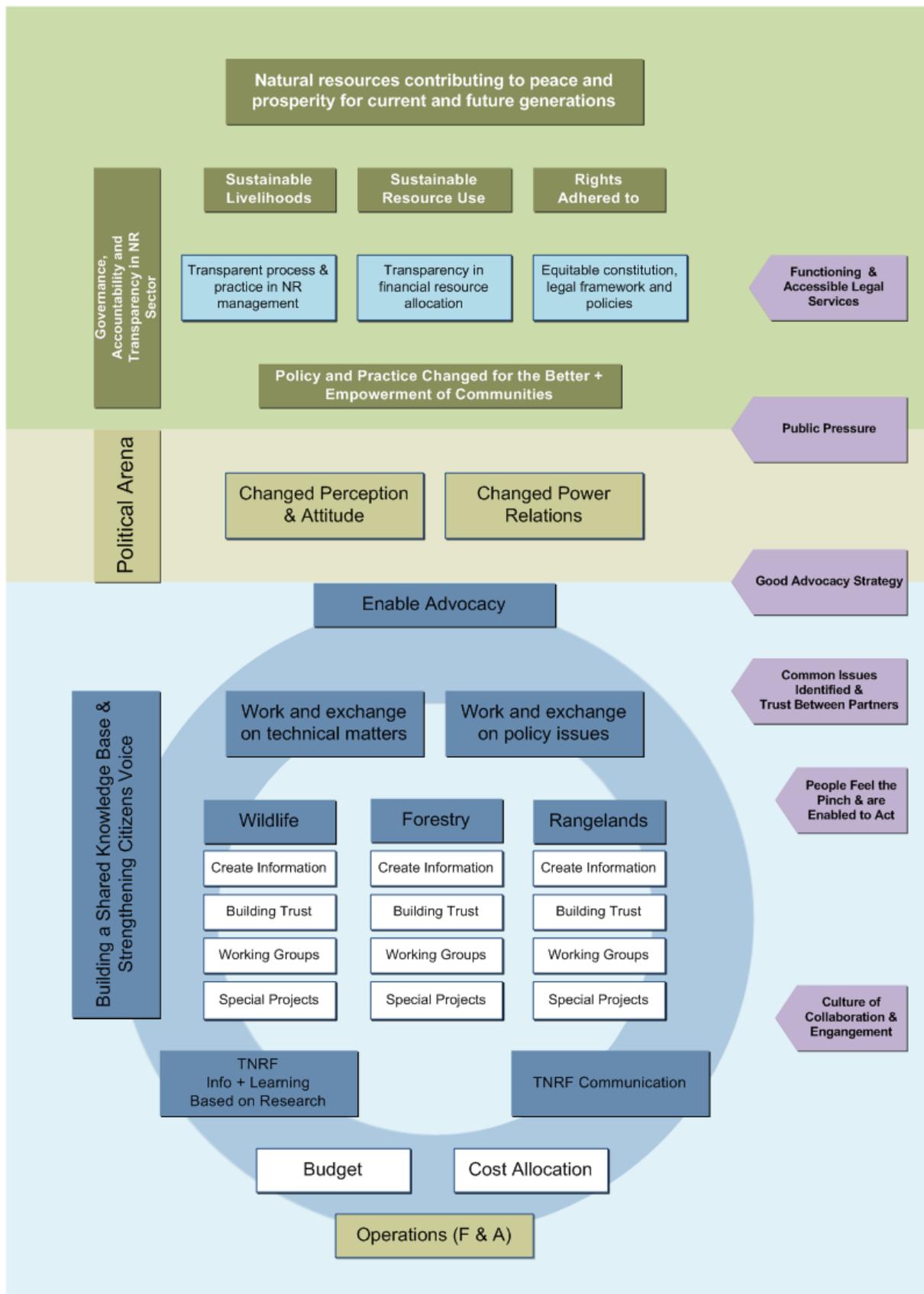
To achieve the goal of changing policy and practice in the natural resource sector for the better, TNRF's strategy is to build citizens' voice and skills for improved natural resource governance. TNRF has two desired outcomes:

Outcome 1: A knowledge base of practice developed

Outcome 2: Citizens increasingly able to hold government accountable on natural resource governance

These two outcomes link learning to the transformation of natural resource governance in Tanzania. TNRF's model for change is explained in the Logic Model and LKA! Diagram below:





The Learn, Know, Act! Diagram and the Logic Model both illustrate the processes in which TNRF operates and engages in natural resource governance. The two are intricately linked, showing the same functions, but in different formats. For example, the LKA! Diagram is more of an overview of TNRF's role and area of engagement, whereas the Logic Model

provides a more detailed look into the approach TNRF uses. The colours used in each help to demonstrate the link between these two illustrations.

Blue: Shown in both the LKA! Diagram and the Logic model, blue represents TNRF's sphere of direct influence. This shows the areas in which the organisation is directly involved (e.g. project implementation or hosting working groups) or acting to affect change (e.g. building a knowledge base and evidence for advocacy). These actions results in two notable outcomes:

1. A knowledge base of practice developed; and
2. The ability of citizens to hold government accountable is increased

The overall objective of TNRF's sphere of influence is to build a shared knowledge base and strengthen citizens' voices.

Khaki: The colour blue borders the colour khaki in both illustrations. This border is where TNRF "enables advocacy," meaning it has provided the tools and resources in which stakeholders and boundary partners can influence changes in power relations, perceptions and attitudes. The khaki section represents the action phase, which sits outside the organisation's direct sphere of influence, but for which, indirectly, the immediate impacts of TNRF's work can be monitored. TNRF uses a set of indicators known as "progress markers," which help track the changes over time of certain boundary partners (e.g. Parliament, Local Government Authorities and Communities).

Green: Green represents the impacts that sit further away from both the direct and indirect areas of influence the organisation can have. But green, representing a much grander impact area, is the result of the contribution of TNRF's direct and indirect activities and other significant factors. This section represents a scenario of the most desirable impacts and contributions of TNRF's engagement in natural resource governance.

Purple: Purple is only shown on the Logic model. The tabs on the right side of the illustration represent the assumptions involved at every phase of engaging in natural resource governance leading up to the most desirable scenario where "natural resources are contributing to peace and prosperity for current and future generations".

In sum, the whole process of TNRF's engagement in natural resource governance begins with the organisation's inputs at the bottom of the Logic Model (blue); it is a continuous process that feeds the action phase through enabling advocacy, and eventually leads to sustainable natural resource governance in Tanzania.

Monitoring outcomes: some key results

TNRF uses outcome monitoring as a methodology to understand progress in changing attitudes, perceptions and power balances in Tanzania (see logic model on page 6). TNRF recognised that the change can be tracked by monitoring key stakeholders or boundary partners. The six key boundary partners identified are: 1) citizens, communities and their institutions, 2) TNRF members, working groups and CSO partners, 3) Members of Parliament and parliamentary committees, 4) The media, 5) Government ministries and institutions, 6) the business investment interests. Progress markers have been set to track changing attitudes and practices of these partners, and TNRF reports on these markers in an Outcome Monitoring Report produced biannually. This section of the 2011 Annual Report will highlight some of the major changes that have been tracked.

1. Citizens, communities and their institutions are the first category of boundary partner. With these partners, the program intends to build competencies amongst citizens, communities and their institutions to ensure that citizens know about their rights, draw on their indigenous knowledge and justice systems, are knowledgeable about the laws, policies and practices that affect their options for natural resource management, and know the value of these resources. Citizens are able to communicate and share information effectively between and within communities and between communities and other actors, including the state. Citizens exercise their rights, participate in NR governance processes and demand accountability from the state as well as non state actors.

Reporting on this, in November 2011, citizens from across Tanzania came together to testify on how they perceive climate change in their localities, collaborating with TNRF and its partners to make a film on climate change, sharing their experiences and voices to reach many millions of people across Tanzania (the film was shown at least 5 times on national television, reaching approximately 1.2 million each time it was shown). Also women and men in Loliondo have made use of communication channels (film, media, radio) and tools (reports, information briefs and film) to ensure that 20,000 people have not been evicted from their land adjoining Serengeti national park, also ensuring that the grazing land for 75% of Ngorongoro District's cattle has been secured in support of the citizens livelihoods (as opposed to support for a foreign hunting company). Through TNRF and partner work, these communities have been empowered through training on the laws and policies of Tanzania (e.g. community forum work, the training workshop and other partner input over time) to be able to hold local level institutions, village governments and other LGA to account in land management matters and demanding justice in the governance of their resources. Another example of citizens holding government to account is where, through TNRF and partner support, women in Hanang District have used customary institutions to reclaim and secure 28,000 hectares of land for the community. Likewise, citizens who have interests and rights in the Engareserosambu mountain mist forest in Loliondo have sought advice from TNRF and organised themselves to form a trust to secure their customary rights to the forest, while TNRF and its CSO partner in Loliondo have liaised with the Director of Forestry to gain his support for the process. With help from TNRF, these forest-adjacent communities have used film to record decision-making processes, so as to triangulate the records. The Engaresero Forest Trust has shown that it is accountable to citizens for local level decisions regarding natural resources governance, whilst the pastoralist communities in Hanang, Loliondo and Longido have been collaborating to successfully protect citizens' rights to control their natural resources. All these communities have called on TNRF for external expertise (training the council in Loliondo, accessing legal advice for Hanang, training in participatory video for Engareserosambu) to secure their rights.

2. TNRF working groups, members and CSO partners are another important category of boundary partner. The program intends to see working groups and CSOs increasingly successful in advocacy efforts concerning pro-poor and equitable natural resources governance. Working groups and CSOs will collaborate to understand specific NR governance issues, develop strong evidence based advocacy, they will appreciate the NR policy context and the need for NR to meet rural development needs. They will collaboratively and strongly engage with government and other actors to ensure full and inclusive citizen participation in decision making regarding the effective governance of natural resources.

During 2011, TNRF can report that partners have made much use of newsletters/up-dates, trainings and information sharing, as shown in approximately 35,000 documents downloaded from the web, of which 2,500 were TNRF's 2011 publications; 8,000 copies of TNRF's 2011 publications being distributed both nationally and internationally; and electronic newsletters were sent to 300 people. There were meetings of the TFWG and the WWG, meetings of the REDD pilots, the ForumCC and of the FGLG. The UN-REDD and DPG-E requested that TNRF share their feedback on the National REDD Strategy, and REDD pilots have requested more information/publications/training/action research for dissemination and sharing to strengthen advocacy efforts, and made good use of the opportunities offered for collaboration and information sharing provided by TNRF. These partners have taken on strong roles in national processes in NR governance, including participating in roundtables, debates and reviews of the NR sector from locality to international levels. Through TNRF, partners are developing stronger relationships with IIED as well as with the SACF regional network for collaborative action. Through partnership with REPOA and IIED, TNRF is seeking to grow a multi-stakeholder dialogue, engaging with the business and investor sector, to improve the way land is governed and ensure better investment outcomes for rural Tanzanians. At another level, pastoralist civil society was supported by TNRF to engage in the United Nation's Periodic Review (UPR) of human rights in the country, and many recommendations were carried forward by the UN, especially in relation to the guidelines on the rights of local people in UNESCO World Heritage Sites. Some partners have also contributed toward and strengthened TNRF working group action in providing input to the national Forest Policy, the MNRT sector review and pushing for civil society representation on the REDD task force. This has led to members and TNRF secretariat being convened by government and collaborating with government on various processes aimed at improved natural resources governance, especially in the forestry sector, in the national REDD task force and in the livestock development sector.

3. Members of Parliament and Parliamentary committees with this category, TNRF intends to see that parliamentary committees (e.g. on natural resources and the environment, pastoralism, and finance) are well informed on the value of NR and NR governance issues in their areas, and are effectively supportive of citizen's rights to long term benefits from NR management. Parliamentarians will build trust between themselves and their constituencies, by representing the poorer citizens, including women and minority groups, and by being accountable for their actions to the citizens in their constituency.

During 2011, members of parliament (MPs) in the pastoralist areas of northern Tanzania have sought for information from TNRF and civil society partners, and these MPs have participated in training on climate change and pastoralist land use in their districts aimed at improving land and wildlife governance for achieving long term development goals. The MP from Ngorongoro, having participated in meetings and workshops organised by TNRF partners and informed by research commissioned by TNRF aimed at providing a broad basis for making decisions on land use in the Loliondo conflict, went on to hold government to account for abuse of their powers in Loliondo and Ngorongoro Conservation Area by speaking out in Parliament and to the media. Four MPs for the northern pastoralist areas supported citizen's demands that the governance of land and natural resources be improved in their constituencies by lobbying for their constituents to receive drought relief of restocked cattle after 75% of their herds had died in previous droughts. These MPs were also instrumental in requesting Parliament to set up a commission of enquiry to hold government to account on governance in Loliondo. When the Parliamentary Commission on

Loliondo subsequently did not report to Parliament, two pastoralist MPs (from Simanjiro and Ngorongoro) demanded an explanation, and one pastoralist MP (from Simanjiro) demanded the suspension of the minister for Natural Resources and Tourism. However, to date there has been no feedback from the parliamentary commission.

The media: TNRF intends to ensure that this boundary partner, 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.

After reviewing outcome monitoring results from 2010, TNRF identified a need to increase and strengthen engagement with media in 2011. This increased engagement with media produced good results and by the end of 2011, at least 16 newspaper articles had directly mentioned TNRF, often quoting TNRF staff and board members and referencing TNRF reports and events. News coverage of REDD increased in 2011 from 2010, with at least 18 articles printed in Tanzanian papers covering the topic. This included a feature article in The Guardian after TNRF to facilitate connected the journalist to key stakeholders and experts. The media's interest in climate change became obvious when at least ten journalists attended TNRF and the Ministry of Livestock and Fisheries Development's climate change conference in September. A series of articles and TV spots resulted from that event, including a front-page article in The Citizen. Additionally, journalists from Star TV requested TNRF's assistance in producing a documentary following up on issues shared at that event. The documentary was aired on Star TV, which has an average viewership of approximately 1 million per day. Taking advantage of this media interest in climate change, TNRF supported two Tanzanian journalists to attend UNFCCC COP 17 in Durban to participate in the international program, Climate Change Media Partnership. These journalists produced at least 5 news stories based on professional input facilitated by TNRF and others in Durban. All in all there were at least 49 newspaper stories about COP 17 in Tanzanian papers throughout this time. TNRF contributed toward this heightened interest in a number of ways, for example just prior to COP 17 this event received a great deal of media coverage, including a news spot on TBC, and clips from TNRF-Maajabu's film about the event was repeatedly referenced and aired on national television throughout November and December.

In 2011, national television stations, receiving roughly one million viewers a day, aired TNRF's films a minimum of 16 times. Both national and international radio programs aired two short radio programs based on the films that were produced by TNRF. By the end of 2011, at least five news outlets approached TNRF to provide expertise and support in developing their stories, and generally the media is making better use of TNRF in 2011.

5. Government Ministries and Institutions: The program intends to see that government ministries and institutions appreciate and support civil society efforts to improve the governance of NR in the country, so that NR are managed with a long term aim of biodiversity conservation that meets the needs for equitable and sustainable rural development. Government is increasingly including civil society in policy making processes so that the voice of citizens is listened to and influences the policies and laws of the country, and government is engaging with civil society in participatory monitoring of policy implementation.

In 2011, TNRF can report a clear increase in high level government officials participating in civil society initiatives and projects to improve natural resource governance. For example, the Director for Environment from the VPO attended several meetings convened by TNR and partners, including sitting on the panel of the Climate Change Hearings in November 2011; the Director for Pastoralist systems participated in the Pastoralist Basket Fund governance mechanism throughout the year and in the review of the IIED/TNRF Strengthening Voices initiative in February 2011; the Director for Forestry made a speech at a breakfast meeting convened by TNRF and IIED in Durban at the climate change meetings in November 2011. In October 2011, wildlife and other government officials participated in TNRF convened roundtable discussions on the governance of natural resources, while in November 2011, the Ministry of Livestock Development and Fisheries requested TNRF to provide the technical input to their conference, and the Minister as well as five other government departments participated in a the two day conference on climate change in drylands of Tanzania. Further, in response to heightened awareness in the general public, 2011 has seen that government has held individual officials to account on the misuse of public office in corruption activities in wildlife resource exploitation, with many officers at high levels in the Wildlife Department being suspended pending action. High ranking forest official have also been suspended under allegations of corruption. At the same time, MNRT has for the first time included civil society in reviews of corruption in the sector, where TNRF was the only Tanzanian CSO to be invited to participate in the review. One member of TNRF staff, the senior forest officer, has been invited to sit on two high level forestry task forces, and another associate has been requested to sit on the newly created task force on livestock development. Following strong lobbying by civil society, including TNRF producing an op-ed for a leading newspaper, government is institutionalising civil society participation in the National REDD Task Force for the first time. The Director of Forests requested that TNRF compile civil society response to the development of the new National Forest Policy, while the MNRT requested TNRF to compile civil society response to the monitoring mechanisms set in by the ministry to improve anti-corruption measures.

6. Business and investment interests: The program wants to see business and investment interests 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.

TNRF can report that through a community wildlife management roundtable held in Dar es Salaam in November 2011, the hunting and tourism business contributed toward better understanding of the constraints to a sustainable business in wildlife utilisation across the whole country. In the meeting these tourism enterprises engaged with civil society in committing themselves to further work on developing best practice scenarios for the tourism and hunting industries. Also the chairman of the forest enterprises network has engaged consistently throughout 2012 with TNRF to promote profitable, fair, responsible and equitable trade in the forest sector, also contributing toward the review of the MNRT and in addition working with TNRF in developing the Mama Misitu campaign. This collaborative approach has lead to various initiatives of TNRF and partners in tracking the value of illegal cross border trade of timber, with results of the research due in 2012. The Mama Misitu campaign will also be implemented in 2012 starting in four districts in southern Tanzania, strengthening links to the private business sector in promoting transparent and viable timber trade. Other links are sought through the scoping study on land-based investments, where a multi-stakeholder dialogue is being sought to strengthen land administration in Tanzania for more equitable outcomes from investment.

Outcome 1: A knowledge base of practice developed

1.1 Evidence for advocacy

In building evidence and generating learning for advocacy, TNRF engaged in a number of applied research studies on natural resource management and governance during 2011, partnering with the International Institute of Environment and Development (IIED), Research on Poverty Alleviation (REPOA), Maliasili Initiatives and other partners. For example, working with IIED and REPOA, TNRF began an extensive study to scope the interest for multi-stakeholder dialogue on investment and land in Tanzania. Other research areas include gender and REDD (Reducing Emissions from Deforestation and Degradation) in which its publication received a lot of attention both nationally and internationally, even being quoted by the Government of Tanzania. More details of research, lessons learned, and the way forward are underscored in section three of this report.

TNRF also brought together experts on Community Wildlife Management (CWM) from four countries across East and Southern Africa and community member expertise from three districts to participate in a roundtable discussion on CWM in Tanzania. The discussion centered on building a shared knowledge base by gathering experiences and lessons and developing informed ways forward for improving CWM in Tanzania and the region. TNRF was able to bring together diverse stakeholders with varying perspectives and agendas, including government officials, development partners, community members and representatives from the private sector, to debate the merits and problems of the modalities for community based wildlife management in the country. TNRF shared its own research on three Wildlife Management Areas (WMAs) as well as an annotated bibliography on CWM in Tanzania. In this way TNRF was able to provide a neutral platform where representations, research and opinions on CWM were shared, argued and discussed. Despite the differences, the roundtable ended with a commitment by participants to strengthen engagement, information sharing and discussions, as it was recognised that the current provisions for community based wildlife management are not adequate, and that collaboration and cooperation between the divergent actors is needed to improve wildlife governance and protection in wildlife rich districts as well as across the whole country.

Developing a synthesis of information across the natural resource sector, in August TNRF drew together feedback and input from more than 10 experts and practitioners to debate on the state of natural resources and their governance in Tanzania. The outcome of this will be reported in SWARA, a magazine produced by the East African Wildlife Society (EAWLS). It will be distributed across the East Africa region, in a special edition slotted for quarter one of 2012, documenting the state of natural resources in Eastern Africa.

Gathering information and evidence to enable advocacy will only be effective if there is an accessible means for information sharing and dissemination, and TNRF has focused on developing and implementing strategies to make such information accessible. Building up this shared knowledge base on natural resources has attracted the attention of natural resources practitioners and organisations regionally, such as the Southern African CBNRM Forum (SACF). Members of the forum have consulted TNRF to learn how it effectively collects and delivers information both within Tanzania and internationally. Although TNRF has made progress in creating a shared repository of information and is considered a leading provider of information in the region, the systems in place could be more efficient in adapting to new technology platforms, security threats, and growing demands for information. In recognition of this challenge, TNRF has been developing a new website and

restructuring the information database in order to address the need of members and others that use TNRF to acquire information and provide a more interactive communications interface. With significant numbers of people using the website to access information (approximately 35,000 documents were downloaded from the TNRF website in 2011), it is clear that this is an area needing nurturing and strengthening. Therefore, TNRF is investing time and resources to make the website an even more valuable asset to members and the general public. In 2011, the website received 42,687 visitors from at least ten countries, viewing more than 120,000 pages.

1.2 Better understanding of the context for change advocacy

In 2011, TNRF and its partners continued to seek to learn more about external influences, political context, policy processes and key institutions that form key elements towards addressing natural resources governance for both local, in-country resources and cross-border resources. For example, at the regional meetings for CBNRM, the context for influencing laws, policies and even the constitution was explored at the SADC regional level, where key governance mechanisms and institutions were identified for triangulating national advocacy efforts in the eight participating countries, in order to support community based natural resource management across the whole region. Also, partnering with IIED and World Wide Fund – Coastal East Africa (WWF-CEA), TNRF helped identify avenues for engagement with key government institutions from both Tanzania's and Mozambique's forestry sector to identify the challenges and areas where the two countries can collaborate to strengthen forestry, especially in addressing issues of equity in REDD. Furthermore, in collaboration with all nine REDD pilot projects in Tanzania, which work in more than ten districts and Unguja and Pemba Islands, TNRF published a booklet on lessons learned from on-the-ground implementation of REDD. This included lessons about the pilot project's advocacy work as well as linking messages developed by the pilot projects to their on-the-ground experiences of working with communities in the ten districts.

One of the key messages coming from the lessons on REDD in Tanzania concerns land and natural resource rights as a basis for REDD payment, and the links between REDD and participatory forest management arrangements. Rights to land and natural resources are a fundamental element of sustainable natural resource use, which is in large part why the governance of land is emerging as a key area for attention in 2012. Recognising this, TNRF, working with IIED, undertook an analysis of the investment laws in relation to the natural resource laws of Tanzania. This study will inform civil society, providing a tool for improved advocacy in strengthening rights of local people to natural resources in the context of the investment laws of the country. In addition, further engagement is planned for multi-stakeholder engagement looking at how investment outcomes can benefit Tanzanians across the country.

1.3 Learning and advocacy framework for TNRF

In 2011, TNRF prioritized building its internal capacity. The recruitment of the Head of Programs and the Learning and Monitoring Coordinator paved the way for building and strengthening an effective and useful learning and advocacy framework for TNRF. It is within 2012 plans for the programmes department to develop a learning and engagement framework that will help TNRF to realign all monitoring and learning to the model for change.

With an increased interest and demand for research and building a knowledge base, TNRF has also recognised that it needs tools to identify these areas of collaborative research, and also to identify and be able to use tools and approaches from best 'learning' practices. The

aim is to support citizen-based engagement in a range of districts and localities across Tanzania where TNRF partners work, with key policy making processes. Discussions with IIED for developing a research strategy began in 2011, and development of a strategy is planned for the first six months of 2012. The communications strategy developed in 2011 will form part of the overall learning and advocacy framework for TNRF.

Outcome 2: Citizens increasingly able to hold government accountable on natural resource governance

2.1 An effective program of participation, communications and information sharing

TNRF uses film, media, internet, publications and meetings to share information, raise awareness and increase dialogue about natural resource governance issues in Tanzania. Using various communications tools, TNRF is able to ensure that information reaches a broad audience and key stakeholders, thereby ensuring messages are heard at many levels and passed on laterally as well as vertically. For example, holding lessons learning meetings for ten CSOs implementing REDD pilot projects in ten districts of Tanzania, TNRF provided a neutral space for those organizations to share information amongst themselves and discuss, identify and plan for areas for advocacy engagement. TNRF helped facilitate these organisations to develop advocacy materials and share their messages to the government, the communities in the ten districts and with the general public. One important issue the CSOs jointly identified was the lack of overall involvement of civil society in the REDD development process. Through three newsletters, four project meetings, two information briefs, two reports and at least eighteen newspaper articles on REDD, TNRF, working with the pilot projects, was able to help raise awareness about this and other issues.

Progress is seen in Government attitude toward civil society. For example, the Director of Environment engaged in a number of ways in events organised by TNRF, such as attending the Tanzania-Mozambique REDD Dialogue on November 29, sitting on a panel of experts at 'Climate Hearings II' on November 17 and attending TNRF's official side event at the UNFCCC's COP 17 in Durban. The Director of Forestry attended and spoke at a breakfast debate on REDD, which was held in Dares Salaam on January 28. On September 1, the Permanent Secretary from the Ministry of Livestock Development and Fisheries chaired a meeting facilitated by TNRF in Dar es Salaam on Climate Change and drylands, which was also attended by the vice Minister, many other national ministry officials, local government authorities from four districts and members of parliament from three districts. Another sign of progress in government attitude is that the REDD Task force plans to invite a representative from civil society to sit on the National REDD Task Force in 2012.

TNRF's weekly e-newsletters, proving news-updates to more than 300 people from across the country and internationally on forestry, rangelands, wildlife and climate change, are an effective and popular tool for information sharing; however, the audience receiving this information tends to those already engaged with and interested in the issues. Therefore, it's important to identify other effective strategies for raising awareness and communicating about governance issues. Increasing and enhancing engagement with media was identified as a strategic tool to reach TNRF's boundary partners, who are also key influencers and decision makers, as well as spreading information very widely to the general public at both the national level and at district level across the country. Therefore, TNRF worked closely with the media to get coverage of climate change related events, such as the Climate Change Hearings and the Caravan of Hope, and by the end of the year, journalists from at least five different media outlets were coming to TNRF for technical advice and expertise.

As part of improving its performance and the availability of information on governance and environmental and social justice issues through working to develop strong relations with media, TNRF supported two journalists from Tanzania to participate in COP 17 through the Climate Change Media Partnership. Some results of this strengthened focus on media contributed to there being roughly 50 newspaper articles published about COP 17 in Tanzania. Specifically, five articles appearing in Tanzanian papers, including a full-length feature article on REDD in *The Guardian*, were directly the result of TNRF pitching the story and facilitating discussion and interviews for the reporter.

2.2 Strengthened Citizen's Voice and Engagement

Through film, media and meetings, TNRF provided an opportunity for rural people to exchange information and helped bring citizen's voices to a national level to address issues of governance and environmental management. The films *People have Spoken: Voices from Loliondo* and *Climate Change Hearings II: Have you Heard Us* both provided a platform where citizens from rural communities across Tanzania were able to share their opinions and make policy recommendations about issues related to natural resources. Both films told a powerful story directly through the voices of those citizens, and it was clear their voices were heard. The film on Loliondo, where men and women from nine villages were able to have a say in how their lands should be governed, received more than 10,500 views online and created a flurry of media attention, more than sixteen articles in early 2011, making the Loliondo a national issue that was debated widely. This national attention to the plight of people in Ngorongoro District, Northern Tanzania is said to have led to the then Minister of Natural Resources and Tourism losing the vote in her constituency in Dar es Salaam, and also her seat in parliament. It also reportedly strengthened the resolve of councillors from Ngorongoro District to resist the imposition of a land use plan that would have deprived 20,000 people from eight villages in the district of their land, and many more (approximately 70,000) of their livelihoods.

The film on climate change was aired on national television many times throughout November and December, and citizens' opinions and recommendations captured on film were directly quoted in newspaper articles. The Director of Environment in the Vice President's Office was one of the panellists at the hearing, responding to the ten citizen's testimonies from ten districts across Tanzania about the impacts climate change is having on their day-to-day lives. He appreciated the role of civil society in bringing attention to the critical issues of climate change and governance, as portrayed by these citizens drawn from the north, east, west and south of Tanzania. Five members of Parliament and other leaders from across the country have called on TNRF to provide more information on climate change, based on the impact of the film, and there has been and continues to be calls from all over Tanzania for more of these kinds of hearings, more of this kind of information. Learning from this approach, TNRF will hold more public hearings on different issues of governance in 2012.

TNRF's collaboration with Ujamaa Community Resource Team (UCRT) on a special program, Community Forums, helped strengthen the voice and power of customary leaders and women leadership in pastoralist communities across Ngorongoro, Longido, Simanjiro and Hanang Districts. Being empowered with information and tools to better understand their rights and development processes, these customary leadership groups are able to advocate for rights and regain control over their natural resources in some cases. Furthermore, a new program that will be launched in 2012—*Mainstreaming Climate Change Adaptation into District Land use Planning in Tanzania Drylands*. This program will work in three districts in Northern Tanzania, with a total population of approximately 540,000 people, and will

strive to develop and implement approaches that promote community participation in development and planning processes through strengthened engagement with customary leadership institutions, CSOs and other community based organisations.

In 2011, TNRF-Maajabu produced the film, *Community Forums: Traditional Leadership Engagement in Natural Resource Governance*, which captures testimonies from customary and women leaders who worked with the Community Forums project. In community members explain they are now able to participate in development issues and understand their rights over natural resources. For example, 28,000 hectares of land have been reclaimed by households directly due to women and community influence in Hanang in 2011. These women and customary leaders successfully pushed through a legal case to regain control of their community's land. The film is in its final stages of production, and when completed in 2012, it will be used as a tool to help inform decision makers and influencers about the impact that bringing communities into planning and development processes can have. And, once again, the story is told through the communities themselves.

In February 2011, community members, local government officials and more than ten organisations from Ngorongoro District requested that TNRF help them address a land use conflict in Loliondo. At the time, there were rumours of a government led, non-participatory land use plan that would have severe impacts on the local communities living in Loliondo Division of Ngorongoro District. The non-participatory land use plan would essentially displace 20,000 residents from six villages bordering the Serengeti and prevent access to prime grazing land. This would force people to reduce their herds by 75%, yet provide no plan for alternative livelihoods. This would have had far reaching impacts on local, district and even national food security, and would have forced approximately 70% of the population of Loliondo division out of their livelihood.

TNRF developed a communications strategy, and commissioned the report, "Integrating Pastoralist Livelihoods and Wildlife Conservation? Options for Land Use and Conflict Resolution in Loliondo Division, Ngorongoro District." The report was summarized into a 4-page information brief published in February in both English and Swahili. On February 18, just days before the non-participatory land use plan was made public, TNRF and partners were requested by the District Council to co-host a workshop in Loliondo to share the findings of the report and to provide a space for community members and local government authorities to engage in dialogue about the land use conflict. The workshop was attended by all the district councillors, the District Commissioner, the District Executive Director and other government staff, as well as eight village chairmen and the local Member of Parliament. Following the meeting and the distribution of the report, Ngorongoro district council chairman stated, "This plan conflicts with the laws of our country. The Village Land Act of 1999 says that any change in the use of village land should be decided by the village general assembly. What ground do these technocrats have to plan for us and, worse still, plan for vacating us from the area?" The non-participatory land use plan was rejected by the communities, and instead they demanded a participatory land use planning process, one that protects their land and strengthens their livelihoods.

To address the Loliondo conflict, film, publications, media and district-wide public meetings were used to share information, leading to raised national interest and awareness and to strengthened local level resolve. However, TNRF also has a strong online presence that makes information readily accessible to certain audiences, specifically decision makers and key influencers. For example, at COP 17 in Durban, TNRF maintained the blog, “Tracking Tanzania at COP 17.” The blog, viewed by approximately 555 people, shared updates about the negotiations generally, but it particularly focused on what Tanzanians were saying and what information was directly relevant for Tanzanians. One blog entry provided all of the questions asked and answers given at the Tanzanian government’s official side event on REDD. Another entry shared discussion topics and themes developed at the Tanzania-Mozambique REDD Dialogue. Representatives from the REDD pilot projects and the Norwegian Embassy thanked TNRF for keeping them informed from a distance. One government official from the Vice President’s Office went so far as to say that the blog was a powerful tool in that, coming from civil society, it exerts powerful pressure on public officials to reflect upon their performance, messages and statements.

There are nine REDD pilot projects working on-the-ground to pilot the implementation of REDD in Tanzania with communities in ten districts. Ideally, the lessons learned from this experience should inform the national REDD strategy development for Tanzania. However, there was no mechanism for inter-pilot project dialogue, cross learning and no facility for coming to a common agreement on what could be done to improve the delivery of REDD. TNRF identified this gap and has served as a platform where these pilot projects can come together and share lessons learned and information, but also to discuss key areas of concern and to develop joint advocacy strategies. In 2011, the REDD pilot projects were able to come together twice to develop joint advocacy tools—CSO Feedback on the National REDD Strategy and a position statement for COP 17—that TNRF then helped them bring to national and international levels. After sharing the CSO feedback on the National REDD Strategy at a workshop hosted by the National REDD Task Force in February, TNRF was invited by the Royal Norwegian Embassy to make a presentation at the Tanzania-Norway climate change partnership celebration, which was held May 23. The presentation requested was entitled, “Progress with Piloting REDD+ in Tanzania” showing the major challenges and potentials for REDD in Tanzania, and was presented in Dar es Salaam to approximately sixty high level government officials and donors.

Additionally, TNRF facilitated civil society’s feedback on two other forestry-related issues. The first was a letter requesting that the revoked application for the Eastern Arc Mountains to become a UNESCO World Heritage Site be reconsidered for nomination. Through the Tanzanian Forestry Working Group, TNRF helped receive endorsements for a letter to the President by more than ten organizations. The Senior Forest Program Officer submitted the letter on April 1 to the President on behalf of civil society. In July, TNRF also facilitated the process of compiling civil society feedback on the draft national forestry policy, when comments and feedback from civil society was submitted to TNRF, and a compiled statement was given to Ministry of Natural Resources and Tourism (MNRT).

2.3 Improved Communication Channels for Policy Dialogue

In 2011, TNRF Senior Forest Program Officer was invited to serve on two national level committees. The Minister of Natural Resources and Tourism requested the Officer sit on a high level task force to advise the Minister on forestry-related issues, known as the SWAP (Sector Wide Approach). The Officer was also invited to sit on a REDD technical working group. Additionally, in September 2011, for the first time ever, MNRT invited civil society to

participate in their sector review. TNRF and WWF were invited to represent civil society and TNRF was requested to compile and share feedback from civil society.

In September, TNRF co-hosted a conference with the Ministry of Livestock and Development and Fisheries (MLDF), “Conference on Climate Change and Sustainable Resource Management in Tanzanian Drylands.” The conference was considered successful, bringing together more than eighty people, including representatives from four Ministries, the Vice President’s Office, three members of Parliament and local government with civil society and members of the communities from four districts. The assistant Minister and Permanent Secretary for MLFD attended the meeting throughout, with the Permanent Secretary chairing the meeting, showing their commitment and support to the intent of the workshop. Government officials requested further collaboration on climate change matters, and the district officials made public commitment to the new program being developed in the three districts in Northern Tanzania. The project was approved for funding by UKAID in December.

At a regional level, MS-TCDC continues to offer the regional pastoral training course on a bi-annual cost recovery basis and a further forty mid-ranking government staff, NGO workers and pastoral advocates from Kenya, Tanzania and Uganda were trained in 2011. Although participants have consistently given the course very positive evaluations, MS-TCDC, RECONCILE and IIED feel it is time after five years since the design of the course to review the overall structure of the training to ensure its relevance for tomorrow’s policy makers and practitioners. Specifically, there is a need to reframe the material so that it more directly addresses drylands planning issues rather than just pastoral advocacy. This will attract a wider audience, and particularly those professionals responsible for development planning (e.g. national advisors, district level technical staff, NGO practitioners) that would not necessarily choose to pay to attend a training in support of pastoralism. The revision process will take place over 2012.

Over the past year, IIED in collaboration with the District authorities of Longido District in the TNRF hosted program ‘strengthening voices’ has successfully completed the design of a training programme on the dynamics of pastoralism and policy options in Kiswahili. Over thirty-five community-based trainers drawn from Ward and Village level government and local CSOs followed a training of trainers’ course and are now accredited to deliver the training to communities in support of local government planning processes.

2.4 Increased membership networks and trust in TNRF

In recent years, TNRF has witnessed growth in its network of members and partners (more than ten-fold since 2007), which has brought new areas of work. TNRF has been responsive in accommodating and supporting such changes in a way that is not detrimental to the organization. In 2011, TNRF engaged in a process to adjust its membership structure to keep up with growing needs of members, partners, working groups and individuals beyond the borders of Tanzania. TNRF worked with attorneys and consultants to determine the best way to move forward with membership and the final outcome of a new structure is expected in early 2012. The new structure will have two membership categories—full verses associate members—so that TNRF can serve the interests of a wide range of members and seek to address the mission and goals of TNRF in a more efficient and effective way. This means that TNRF will have expanded services to individuals and organisations within and outside Tanzania. As 2011 was nearing to the end, there were many requests from Zambia, Zimbabwe, Botswana and Namibia for information on how TNRF has succeeded to disseminate the information to members, partners, and individuals outside Tanzania.

Throughout 2011 approximately forty pastoralist organisations were involved in developing a response to the United Nations Universal Periodic Review (UPR) of human rights. On request of partners, TNRF joined IWGIA (International Working Group on Indigenous Affairs) in co-funding a series of meetings and legal opinion on the state of pastoralists in relation to the UPR. Matters, such as the infringement of rights of communities in Ngorongoro Conservation Area (NCA), a UNESCO natural heritage site, were particularly well articulated in the review and later presented to government and the UN. Since then the UN has made a provision that the indigenous people in all UNESCO sites must be part of the management arrangements of the area and that their voices must be heard and considered. This information is highly significant for the 64,000 inhabitants of NCA, yet it has not been disseminated properly in Tanzania, and unless disseminated and lobbied for, the new provision is unlikely to be implemented.

Developing TNRF partnerships with regional and international organizations

There were many opportunities for regional and international exchanges and partnerships in 2011. TNRF agreed to serve as the focal organization for Tanzania for the Southern African Community-based Natural Resource Management Forum (CBNRM). This forum will provide a space for Tanzania to engage at a regional level with international partners to learn from them and to also share experiences from Tanzania. The Coordinator of the CBNRM Forum participated in the TNRF-hosted Community Wildlife Management Roundtable in November, presenting on Zambia's community wildlife management experiences.

TNRF has had a long relationship with the International Institute of Environment and Development (IIED), and 2011 saw this relationship grow and strengthen. At IIED's annual organizational meeting in September 2011, they selected Tanzania to be their first-ever focus country at their retreat. IIED invited TNRF to coordinate a team from Tanzania to make presentations and to participate in the annual retreat. The result was an opportunity to better coordinate efforts made between IIED, Tanzania and TNRF, leading to the development and signing of an MoU on long term collaborations, setting out the objectives and expected results of the collaboration.

In collaboration with the Pastoralist Livelihoods Task Force (hosted by TNRF) and IIED, TNRF is supporting research to establish the contribution pastoralism makes to the economy of Arusha Municipality and District. The research is looking, in the first instance, at the number of livelihoods and the total value of monetary benefits the meat trade from animals reared under pastoral conditions brings to the municipality and district in taxes and fees. Data has been collected on the value added of different actors along the value chain – ranging from the abattoirs, to meat shops and slaughter houses, to *nyamachoma* outlets, restaurants, hotels and even *mama lische* vendors. It looks at the amounts generated by these different actors and in so doing contributing to the economy while supporting theirs and others livelihoods. The research process encountered two challenges. First, the almost total absence of data on the economic dynamics of the meat trade within Arusha before the major formal actors (e.g. abattoirs) – existing data sets on the numbers of actors and the status of their business are very poor. Secondly, largely because of the informality of the sector, there is a general reluctance of actors to disclose information on their financial flows for fear of attracting the attention of the authorities. As a consequence of these challenges the research took a long time, requiring repeated visits to actors to establish trust. Research results are now being written up and will be published in May 2012. The work has been co-funded by CORDAID and IIED.

III. Reporting on Operational Support

1.0 Ensuring Accountability and Efficacy

TNRF has grown at an unprecedented pace since its registration in 2006, more than ten-fold, from 350 members in 2007 to almost 4,000 in 2011. This reflects the significance of TNRF's mission to be a demand driven network working for improved governance of natural resources. To cater to this heightened demand, TNRF has increased engagement with government, civil society and the private sector to address issues raised, with stronger reach and new strategies. The growth comes with a lot of challenges but also opportunities that can be of value to the organisation. For example, the logic model (pg. 7), which depicts areas and strategies of TNRF, was refined and implemented in 2011 to meet this growing demand and to help better focus the work of TNRF. The model defines the limits and boundaries of TNRF's engagement and maintains the image of the organization in a more strategic way.

TNRF communications, also experiencing an increase in demand for services, developed a communications strategy to better focus the scope of its work, ensuring it is providing the best overall value for TNRF as a whole – see section four for more details.

Building a robust human resource base

In 2011, there was a strong emphasis on building a robust human resource base to enhance the organization's delivery of quality services as required by members, partners, working groups and the general public. To fulfil this, TNRF recruited the Head of Operations, Head of Programs, Head of Communications, Learning and Monitoring Coordinator, Information Officer and the Website Officer. This enables TNRF to strengthen its capacity to deliver results in a more strategic and effective way. The mounting number of skilled staff has also enabled TNRF to engage in a number of new projects and partnerships. These developments have been rewarding; however, the recruitment process requires significant time and resources to hire competitive staff, which has been cumbersome and challenging. Additionally, although TNRF is and always has been led by a Coordinator, an on-going challenge remains the recruitment of a suitably qualified Executive Director. The new Executive Director is expected to provide strategic vision and representation that will help TNRF strengthen relationships with various stakeholders in the natural resource sector in Tanzania and abroad.

TNRF also focused beyond recruitment to build up internal capacity as well. Five members of staff were supported to attend various trainings in order to keep up with the growing demands on knowledge and management skills. Trainings have ranged from financial systems management, filming and critical writing, to rapid outcome mapping approaches, human resource management in organisational development and strategic organisational development processes. However, adjusting the organisation to new demands and working models of LKA! has also meant that some staff contracts were not renewed. The new organisational chart (see annex 2) shows the LKA! staffing requirements and which positions are now filled.

Strengthening internal communication and information systems

Internal communication and management systems are fundamental for tracking achievements, challenges and guaranteeing the delivery of services. TNRF has begun to

develop, streamline and manage these systems. Over the course of 2011, there have been regular staff meetings, management meetings and Steering Committee meetings.

As an important information system, TNRF established reporting standards that allows staff to learn from and monitor the progress, problems, difficulties encountered, successes and lessons learned over a specific time period. The standards in place also complement the organisational values at a broader scale. The standards and guidelines will help staff report their activities in a timely manner and provide them with an opportunity to further enhance their writing and presentation skills. However, the reporting standards are not a one-off solution to solving and addressing both internal communication and management systems. Other systems are in the pipeline to be developed and these include protocols for organizational internal operations, and learning and engagement frameworks.

TNRF also began building an internal database that will efficiently store information ranging from contacts to newspaper articles, reports to meeting minutes. The database is being linked to the online library, and it is expected to be finished in early 2012.

Internal administration and financial system development

TNRF has always been diligent about responding to various needs and challenges in order to maintain a high profile of accountability and transparency to members, partners and donors. However, systems within TNRF need to be consistently strengthened and improved upon in order for TNRF to effectively meet its new and increasing demand. A number of activities were carried out in 2011 to improve upon TNRF's administration and financial systems. For example, there have been improvements and consolidation of financial reporting under *QuickBooks*, which have now been adopted by the accounts staff, who have received professional on the job coaching on a regular basis throughout 2011; the human resources policies manual has been revised to include appropriate Tanzania laws and better fit TNRF as an organization; financial regulations have been developed and adopted; employment contracts have been revised to reflect the current demand and national laws; the organisation organogram has been reviewed and adopted to confirm its support of LKA! and improve the quality of outputs of the organization; job profiles of staff have been reviewed to match the growing demand and professional nature of the TNRF activities and to bring implementation of relevant LKA! result areas contractually into specific job profiles. TNRF core values are also reflected in job profiles, and TNRF has developed a values dictionary to ensure that the values are mutually understood by all staff.

However, there remains a need to continually improve upon TNRF's financial reporting, budgeting and monitoring, and support will be provided through training and coaching in 2012.

2.0 Monitoring Performance

Performance management and accounting developed

It is within TNRF's interest to ensure that there is sound in-house performance so that TNRF can effectively deliver services. And to ensure that there is a proper accounting protocol of staff and the organisation itself for its members and partners. There are numerous modes that both performance and accountability have been attended to during year: reporting standards have been developed to ensure staff's reports are kept on track and can be monitored across time; contract and ToR templates have been reviewed and revised; and monthly staff meetings were held to keep all staff updated and engaged. A workshop to introduce the concept of a performance development system (PDS) was held in March, 2011 and PDS was planned for 2011, but not carried out due to the consultant's time

constraints. PDS will be developed and implemented in 2012, helping staff and management keep track of performance and staff development requirements.

Participatory organisational learning

As mentioned, over the last few years TNRF has experienced rapid growth of membership. While on the one hand this shows the success of TNRF and satisfaction with its services to the public, on the other hand it has brought challenges for TNRF. Becoming a member has been an easy process online and is a free service. Partially because of this structure, TNRF experienced rapid membership growth. This has brought some challenges for TNRF, such as constraints in convening official meetings and ability to support such large and diverse membership needs. Therefore, before making any changes to the membership, TNRF wanted to learn more about the membership generally, about the use of 'services' that TNRF offers, the membership's expectations and contributions towards TNRF, members' perceptions of what has been achieved so far and how they value the role of TNRF. A professional survey was conducted with an overall goal to better understand and know members in order to strengthen the relationship and improve overall functioning of TNRF moving forward in 2012.

3.0 Organisational Monitoring and review

TNRF generates periodic reports in order to review how it is functioning and how effective it has been in delivering services and contributing towards changes and results according to overall goal and mission. Recognising weak reporting capacity, considerable effort has been invested to improve reporting quality, including coaching, teamwork and consultation. The area of improving reporting will require strengthened monitoring moving forward. This will include reporting to staff, managers, donors, members and partners, the Steering Committee and the general public.

TNRF will soon develop a learning and engagement framework to better enhance organisation self-monitoring and review capacity. TNRF's finance department is audited annually, and for the 2011 audit it has opted to use a top-level auditing firm in Tanzania.

Regular quarterly staff meetings are held for internal review and forward planning, an internal review is scheduled for September 2012, and an external review on the LKA! is scheduled for 2013. Projects managed by TNRF are reviewed according to the agreement with the donors and scheduled in the planned activities. In addition, TNRF is reviewed by LKA! funding partners as part of their own review programs; for example, the Foundation for Civil Society and IIED are auditing TNRF in 2011/12.

4.0 Fundraising

Considerable efforts were made to fundraise in 2011, which is necessary in order to maintain the organisation at its current levels of engagement, maintaining the current staffing and organisational support levels and ensuring sustainability. Three new major projects have received support for TNRF to implement. These are:

- The *Mama Misitu Campaign*, a campaign to improve the governance of forests in Tanzania. The campaign will last for five years, directly involving up to 18 partners in implementation and will expand from 2 districts to cover 8 districts in the south of Tanzania. Finland and Norway fund the campaign with approximately five million USD in total.
- *Mainstreaming climate change adaptation into drylands development planning*, is a one year project working in three districts in the north of Tanzania, with local government authorities, communities and civil society organisations, as well as with

national level actors, to develop a 5 year program for funding. UKAID provided the initial funds of 297,000 GBP.

- The Pastoralist Programme, a collaboration between CARE and TNRF, is planned for five years, covering the whole country but targeting pastoralist and agro pastoralist communities. The donor is Irish Aid and the total funds to TNRF are 455,000 euros.

There is a proposal for collaboration with Canadian Universities on a project submitted for funding to CIDA, for a five-year project worth 5 million USD. There is also a proposal submitted to DANIDA for Independent Forest Monitoring in Tanzania. To develop these projects, TNRF has consulted with civil society partners, donors and boundary partners in preparing the proposals. There have been meetings with the Government of Tanzania at both national ministerial level and at local government authority level, and members of parliament have also been consulted. Much time has been spent on writing proposals as well as gaining approval of the process and participation from partners and boundary partners. In addition, an effort was made to build the organisation's image both in country and outside, including strengthening networks, with missions to Zambia, Kenya, South Africa, United Kingdom, and most importantly, Dar es Salaam. Branding TNRF has been a significant part of this representational effort, and producing a coherent image of the organisation has been enhanced by having a well-defined logic model (also known as a model for change) and in-house communications expertise.

Partnerships and collaborations have been strengthened through formalised Partnership Agreement with IIED (International Institute for Environment and Development), confirmed formal engagement with the SADC-wide CBNRM Forum, formal engagements (MoU) with EAWLS (East Africa Wildlife Society), and an emerging partnership with the renowned Tanzanian research institute REPOA. All these arrangements for collaboration strengthen TNRF's capacity to deliver on a range of issues and strengthen TNRF membership across a broad front.

One challenge to TNRF is to ensure that the funding stream continues to support the organisation, especially that funding streams support the core TNRF strategy, the LKA!. A fundamental assumption in the current fundraising strategy is that with sound, transparent and accountable operational systems providing appropriate supporting to TNRF, more development partners will be prepared to fund the core business of TNRF. Therefore, TNRF-focused in 2011 on strengthening these systems and functions, and 2012 will see renewed effort to continue to develop and improve the operational systems. In 2012, a new strategic plan will be developed, building on the existing LKA, and through this more funds will be raised to support the core functions and objectives of TNRF.

IV. Reporting on Communications Support

1.0 Introduction

The communications department plays an essential role for TNRF, as it is an organisation focused on information sharing, enabling advocacy and collaboration—all areas that require a great deal of communications effort. In 2011, the Communications Department saw significant growth. The team added three full-time and one part-time employees, and worked with more than ten consultants throughout the year. The department produced more than twenty-five publications, including five films, two radio programs, seven information briefs and five reports. The Communications team helped support and coordinate eight conferences and workshops, and it increased visibility of TNRF through strategic marketing and public relations initiatives, often experimenting with new mediums and tools, such as social media and film. Members of the department attended trainings and worked with experts to strengthen and hone their technical skills, and in 2011 a first-ever TNRF communications retreat was held.

One of the major changes and achievements in 2011 was the development of a communications strategy for TNRF. The purpose of the strategy is to help prioritize communications work to best fall in line with TNRF's overall goals and objectives, especially those of the LKA! initiative.

The communications department provided direct and targeted communications support to the different thematic areas at TNRF that went above and beyond the general communications support TNRF provided to the organisation as a whole. This support may have come in the form of a publication, event planning and organizing, media engagement or a film. Below provides a general overview of TNRF Communications work carried out in 2011. However, because communications is core to TNRF's Learn, Know, Act initiative, it is challenging to separate communications work with that of programs as they are intricately and strategically linked. Therefore, more details regarding communications support to programmes is provided in the programme overview.

2.0 Objectives

Core to the organisation's mission, the Communications Department approaches every project with the objective of *empowering Tanzanian's citizens to protect the natural resources on which their livelihoods depend*. This is done by focusing largely on TNRF boundary partners, who are the leaders and groups that have the greatest power to influence broad-scale change, which include:

- Government (the president, ministries, policy makers, MP's, districts and LGA's)
- Research institutions
- Media
- National and international donors
- TNRF partners and members

The main strategies used are as follows:

- 1) Inform and empower citizens through increased access to information and ensuring relevance and accessibility of information
- 2) Influence natural resource policies by creating enabling conditions

- 3) Make TNRF the go-to organisation for boundary partners and influencers by gaining trust, and improving and bolstering the visibility of the TNRF brand

The following provides a general overview of activities carried out by the Communications Department in 2011.

3.0 Activities

General Communications Department Development

Activity: Building and strengthening TNRF's Communication's Department

Personnel Involved: Communications Department; Coordinator of TNRF; partners (e.g. IIED and TNC)

Description: TNRF's Communications Department went from a one-person coordinator to a team of five in 2011. The Maajabu film unit officially joined the team, as did a new Website Officer and Information Officer. This quick growth required strategic planning and coordination of the unit, and a lot of energy went into organisational development in 2011. In June, the Communication's Department had their first retreat, where the team spent two days discussing strategies, roles and responsibilities, work plans and goals. In August, a communications specialist from The Nature Conservancy helped the team develop a communications strategy to help target and focus the work of TNRF's communications. Additionally, the Head of Communications participated in a one-week international communications learning event in London at the International Institute for Environment and Development. The purpose of the event was to share lessons, information and ideas on how to effectively communicate environmental issues to various stakeholders. The ideas and information were brought back to TNRF, helping inform the direction and product of our work, and it was shared with the entire communications team.

Results: Being core to the Learn, Know, Act! Program, communications has received a great deal of focus and support over the last couple of years. 2011 saw a lot of successes come from communications-led initiatives, and much of this was due to the strengthened capacity in this growing unit. One of the most significant achievements was the development of the communications strategy for TNRF as it helps to focus the area of work for the communications team and allows us to strategically and effectively support TNRF and its programs.

Lessons: Ensuring that coordination, planning and a strong foundation is in place are essential steps in making communications an effective tool for TNRF. We've placed an emphasis on development of this department in order to ensure that the outcomes and products are well packaged, coordinated and of high quality. Ongoing capacity building and review of the communications strategy and work plan will be needed.

TNRF-Maajabu

Introduction: TNRF-Maajabu Films, a unit within the Communications Department, produces films with communities about management and governance of natural resources. TNRF-Maajabu aims to produce films that help communities advocate for improved governance of natural resources by providing a space where their voices and opinions can be heard at local, national and international levels.

In 2011, TNRF-Maajabu experienced some changes, most significantly being that the unit became entirely incorporated into the Communications Department, allowing it to directly support TNRF's programs and the organization as a whole under the Learn, Know, Act! programme. Prior to this set up, Maajabu Films was producing films of a similar nature, but in a somewhat ad-hoc manner. This was due to funding constraints, which meant Maajabu

was producing films mostly requested by partner organizations that were deciding upon the subject and the overall product. By bringing Maajabu into the Communications Department, now known as TNRF-Maajabu, TNRF has been able to utilize film as a tool to support broader communications aims.

Additionally, TNRF-Maajabu has been given room to experiment and grow creatively on its own and also working closely with outside experts. For example, the unit worked in collaboration with a consultant producing radio two programs, and it is hoped that this kind of engagement in radio will grow in 2012. With a great deal of new state-of-the-art filming equipment, and ongoing opportunities to build capacity by working with experts, TNRF-Maajabu has also been able to improve its editing abilities. In 2011, a promotional film on TNRF was made and the first short narrative report was documented on film and shared online.

Activity: Film and radio production

Personnel Involved: Communications Department (TNRF-Maajabu Coordinator; Field officer; technical advisor (part time); website officer; HoC; Information Officer); TNRF Coordinator; consultants; partners (e.g. UCRT, Oxfam, NGONet)

Description:

1) Films and radio

In 2011 TNRF-Maajabu produced four completed film documentaries:

- *People Have spoken: Voices from Loliondo*
- *The World has Malaria*
- *Community Forums: Traditional Leadership Engagement in Natural Resource Governance*
- *Climate Change Hearings II: Have you Heard Us?*

TNRF-Maajabu worked closely with a radio producer to create two radio programs that covered the same topic and story-line as the films *People Have spoken: Voices from Loliondo* and *Climate Change Hearings II: Have you Heard Us?*

Results:

TNRF's films were aired on national television a minimum of sixteen times in 2011, using broadcasting networks that reach out to approximately 1.4 million viewers per day.

The film, *People Have Spoken: Voices from Loliondo* received more than 10,500 views on YouTube, 10,000 more views than any other Maajabu film online. The film was aired on national television three times, and more than seventy copies of the film was distributed to donors, government officials and key partners. These airings allowed the voices of men and women from eight villages in Loliondo division of Ngorongoro District reach a very large audience to give their messages and help prevent the eviction of 20,000 people from their village lands in northern Tanzania.

TNRF supported four national airings of the film *Climate Change Hearings II: Have you heard us* (two on radio and two on television) during COP 17 in Durban. However, the film has been aired repeatedly on national television, showing at least five times. More than 100 copies of the film were distributed at the UNFCCC COP 17 in Durban and it was viewed more than 100 times online. During November and December 2011, Government officials and other prominent leaders (e.g. faith-based leaders) even made phone calls to the Chairman

of the Board to TNRF to thank TNRF for this kind of work and to ask for more, similar products.

TNRF-Maajabu, along with the UCRT, brought the Film, *The World has Malaria*, to ten villages in Northern Tanzania. Following the showings of the film, the communities were guided through a discussion on climate change and their general reaction to the film. TNRF-Maajabu captured this on film and have plans to analyse the results and discussion to help inform future films. More than 150 copies of this film have been distributed to donors, partners, government officials and other key stakeholders at various events, including the Climate Change Hearings in Dar es Salaam and COP 17 in Durban. It was also aired at two events at COP 17, including an official UNFCCC side event. The film was also aired on national television at least seven times, of which TNRF only financed two airings, the cost of other airings being borne by the television station.

2) Capacity Building Opportunities

Throughout 2011, TNRF-Maajabu capitalized on opportunities to work with outside experts and partners to help build their capacity to strengthen the unit and the quality and creativity of TNRF-Maajabu productions. TNRF-Maajabu hired a part-time film technician to support the unit, worked with outside experts to produce two films and participated in professional training courses.

Results: The part-time film technician not only helps to edit and produce films, but his tasks also include providing training to Maajabu staff while carrying out this work. This has been a very effective approach as Maajabu staff have gained a lot of practical knowledge from this expert by learning while doing. For example, the Field Officer has learned new editing techniques and is using new software simply by working directly with this field technician. Working with Resource Africa UK on the films *The World has Malaria* and *Climate Change Hearings II: Have you Heard us* was very exciting, as it again provided hands-on learning while also producing films. These two films added a level of creativity to TNRF-Maajabu's portfolio while also being critical and technically sound. The unit feels that these experiences helped them gain technical filming skills, as well as increase knowledge of the issues they are covering.

Finally, the TNRF-Maajabu Coordinator enrolled in the two-week course, "Critical Writing for Change," at MS-TCDC. The course strengthened the Coordinator's writing skills, giving her added confidence and ability to write creatively and effectively to communicate to broad audiences. These skills have been useful for writing and developing scripts and communicating with donors and colleagues.

3) Experimenting with Film

In 2011, the Communications Department identified a need to become more innovative and creative. TNRF-Maajabu took the lead by experimenting with film. For example, TNRF-Maajabu supported the training of four community members in Enguserosambu to use mini-video cameras. The cameras were to be used as a documentation tool as part of a larger project to seek community forest title. TNRF-Maajabu previously worked in this community, producing the film, *Our Beloved Forest*, and it is hoped that by engaging with this new process, TNRF-Maajabu will be able to make a second film, 'Enguserosambu forest film part II,' that will bring the story full-circle. This new approach, training community members to collect footage and document key developments of this process, will be a great

learning opportunity for both communications and programs at TNRF. TNRF-Maajabu is working closely with NGONet and Oxfam GB on this project.

In December, the Mwambao coastal community network requested TNRF to provide support to their network workshop, which was an event where four coastal villages shared their participatory videos. Most of the films depicted serious challenges with natural resource degradation, especially showing with dynamite fishing and mangrove destruction. TNRF-Maajabu coordinator was invited to review the films and share feedback and suggestions for future activities.

Finally, the unit experimented with film to support TNRF more generally. For example, in November TNRF-Maajabu tested out ways to use film as a reporting tool, making a short film about the Senior Forest Program Officer's REDD-learning trip to Nepal. TNRF-Maajabu also made a TNRF-promotional film was produced, which explains the Learn, Know, Act! Initiative.

Results: The Enguserosambu film is still in the making, and TNRF-Maajabu had to push off the planned final filming dates due to slow progress made on securing community forest arrangements. Engagement with this film will be carried out in 2012.

The Mwambao workshop was very successful. At the end, the four communities agreed to make a joint participatory film focused on dynamite fishing. TRNF-Maajabu will explore opportunities for further engagement with this filming group.

The two-minute film about Nepal showed pictures of the trip and was posted on the website and shared in the e-newsletters. It was viewed online 59 times in 2011. This reporting approach was very well-received both internally and from our partners and will be strengthened in 2012. Finally, the promotional film was shared at the end of the year staff meeting and will be launched in 2012 on the new TNRF website.

Lessons: TNRF-Maajabu is in increasing demand. This demand shows the power and effectiveness of film, but it also poses significant challenges. The unit is still small and growing and in order to ensure high quality films, it will be important to ensure that resources and time are spent on films that can be cross-cutting and have the most value at high levels-reaching targeted audiences and sharing clear messages. Additionally, because film is so powerful, it needs to be strategically developed so that the story and opinions are those of the community and TNRF-Maajabu can remain as neutral as possible. With growing demand, TNRF-Maajabu will have to identify ways to increase output while also maintaining their increasing high standards.

Therefore the major emerging lessons and challenges are as follows:

- 1) Film is a very popular and effective tool for sharing messages and bringing community voices and opinions to higher levels (e.g. regional, national and international)
- 2) Because film can be so powerful and prominent, it is sensitive and needs to be strategically produced so messages are not lost through a seemingly polarizing lens.

TNRF Publications

Activity: Reports, information briefs, Research Summaries, articles

Personnel Involved: Communications Department; IIED; TNRF Intern; consultants

Description: In 2011, TNRF produced more than fifteen publications. This ranged from reports to newsletters, comic booklets to information briefs. In-depth descriptions of all of these products are shared under the programs section.

With a full-time Website Officer employed, TNRF was able to carry out design, layout and graphics for almost all of the publications in-house. The Website Officer identified colours and looks to help build the TNRF brand and image, and TNRF received a lot of positive feedback from members and partners about our new look. Additionally, all editing was done in-house, which ensured continuity and a streamlined voice throughout TNRF's work.

Results: More than 8,000 copies of TNRF's 2011 publications were widely distributed both nationally and internationally. Additionally, roughly 2,500 of these publications were downloaded from TNRF's website. Often the publications were part of a larger communications package. For example, the report "Integrating Pastoralist Livelihoods and Wildlife Conservation: Options for Land Use and Conflict Resolution in Loliondo Division, Ngorongoro District," and the information brief "Resolving the Loliondo Land Use Conflict" (in English and Swahili) were published and distributed at the same time the film, *People have Spoken: Voices from Loliondo* was produced and broadcasted and also at the same time workshops in Loliondo were being held. These publications were tools that supported a larger product and outcome instead of just being a one-off publication.

TNRF received a lot of positive feedback about our publications in 2011:

"Congrats, this pub is outstanding- the layout and presentation is the best I have seen for any TNRF pubs so far" – TNRF member

"Thank you for this very interesting newsletter" – International expert on REDD

"Good piece of information sharing" – representative from TZ academic institution

Lessons: TNRF publications are most useful when developed and distributed as a part of a larger communications package, meaning the publications are seen as one of many tools to achieving a result rather than an end product. In 2011, TNRF tried to ensure that publications were strategically developed, and we will build upon this model in 2012. Similar to film, it is important that TNRF's publications remain neutral in tone and well balanced so as to continue to build trust with key influencers and to ensure that the publications can be used to enable advocacy but are not advocacy tools in themselves.

TNRF Information Sharing

Activity: website, e-newsletters, library development, etc.

Personnel Involved: Communications Department;

Description: TNRF continued to have a strong online presence in 2011, as our website is considered our flagship communications tool by our members. The Communications Department sent out 196 weekly e-newsletters under the themes climate change, wildlife, forestry and rangelands. These newsletters, sent to more than 300 people, provide information related to Tanzania and the natural resource sector that is collected by TNRF, often provided by our members, and includes new publications, jobs and funding opportunities, events and newspaper articles. The website had more than 50 news postings in 2011, which covered news about Tanzania's natural resource sector generally, TNRF updates and partner information. More than 160 publications were added to the TNRF online library, which is a resource available to all TNRF members.

With a new Information Officer and Website Officer, TNRF was able to focus on improving upon existing systems and building up new systems. For example, the Website Officer began working on a new website for TNRF, one that will be easier to access and navigate but that will remain as informative and useful as the existing website. The website will be launched in early 2012 and will also give TNRF a fresh new look. Additionally, the Website Officer and the Information Officer began development of an information database for TNRF. This database will store a variety of information from reports to newspaper clippings, contact information to publications. This will be finalized and in use in 2012.

Finally, TNRF developed a Facebook and Twitter account in 2011, with more than 130 Facebook followers. Both accounts were being used at a simply basic-information sharing level; however, in 2012 there are plans to increase TNRF presence on these social networking sites.

Results: In 2011, the website received 42,687 visitors from at least ten countries, viewing more than 120,000 pages. The website remains a very useful tool for information sharing for TNRF, and TNRF remains the go-to place to disseminate natural resource information in Tanzania. In fact, approximately 35,000 documents were downloaded from the website, including 2,500 downloads of TNRF's 2011 publications. The UN-REDD and DPG-E requested that TNRF share their feedback on the National REDD Strategy, which was then posted online and made available in the weekly e-newsletters. This resulted in 350 total downloads. Additionally, partners and members often request TNRF to distribute information to our members and partners, and this has served as the base of information in the weekly e-newsletters. Finally, the weekly e-newsletters have become a popular resource both nationally and internationally, and we saw an increase in followers towards the end of 2011. Some positive feedback includes;

"The informational quality and presentation of these e-newsletters is excellent, as is the consistency of their present release and dissemination. Hongera!" – TNRF member

"Thank you very much for the weekly e-news mail outs on wildlife, forestry, climate change and rangelands. I have browsed through them and find them not only interesting but a great way to share information." – Regional expert on Community-based Natural Resource Management

Lessons: Although TNRF's website and online presence is one of its main and effective ways of information sharing, we feel it is necessary to increase activity online and to improve upon methods for tracking it. For example, the new Website Officer was able to critically analyse internet traffic and compare past performances to current, while helping develop strategies for increasing traffic. Visits to the website actually decreased in 2011 in comparison to 2010; however, this is due to eliminating "spam" visits, which TNRF was severely suffering from in previous years. The new website is an attempt to increase traffic and drive more visitors as we hope to provide better and more straight-forward resources online. Another weakness is our tracking system for the weekly e-newsletters. It currently shows that only 20% of the newsletters are being "opened"; however, the system can only track that information if the user displays the images in the document, which most likely they do not. Therefore, We will also make a more proactive push to increase the number of subscribers to the Weekly e-newsletters and identify other strategies for measuring use as but not yet reaching the numbers we would like.

Engagement with Media

Activity: Increasing media attention of natural resource issues in Tanzania

Personnel Involved: Communications Department;

Description: In 2011, sixteen newspaper articles made direct mention of TNRF, including a feature article and front-page story (*Tanzania: Herders to Get Sh12 Billion Payout for Cattle Losses*) and a host of other articles were directly influenced by the work of TNRF and our partners (e.g. articles on climate change and COP 17). After a series of negative press in April and May about TNRF and partners, the TNRF Head of Communications sought guidance and support from partners to develop more effective approaches to engage with the media in Tanzania. One on one meetings, phone calls and even support for media to attend high level international conferences, COP 17, has led to stronger and more positive working relationships with media. This will be an ongoing area of engagement for TNRF, as it has identified increasing media capacity on natural resource issues as a priority area and an area in need of strengthening.

Results: Following a climate change conference in Dar es Salaam TNRF received a number of requests by media to cover such stories in more depth. For example, TNRF funded a film crew from Star TV to travel to Longido as they wanted to produce a film about climate change impacts on pastoralism. Further, towards the end of 2011, TNRF began to receive inquiries from journalists to assist them in connecting with experts and understanding issues in the natural resource sector. Overall, TNRF saw an increase in coverage of natural resource issues that TNRF was focusing on – REDD, climate change, Loliondo – and we hope to build on this growth in 2012.

Lessons: The media need a lot of capacity building and information in order to effectively report on issues related to natural resources in Tanzania. There are some high-level journalists who are beginning to become real leaders in this field, and TNRF is building relationships with these people. However, journalists can only go as far as their editors let them, and it will be important to not only strengthen relationships with key reporters, but also to focus on building editor's interest in and understanding of natural resource challenges in Tanzania. Further, supporting a larger network of well-trained journalists would be beneficial to TNRF in helping spread information to a wider audience. Again, this will be a priority in 2012.

V. Reporting on Thematic Areas: programs and projects

1.0 Introduction

In 2011, TNRF worked in three thematic areas – Rangelands, Wildlife and Forestry—while also working with climate change as a cross-cutting issues. Within these thematic areas, TNRF facilitates member-driven working groups and also engages on special projects that support and inform the working groups and the thematic area as whole. In 2011, TNRF engaged in research and policy analysis, in order to provide evidence for advocacy and an analysis of the context for change across all thematic areas. TNRF also worked to strengthen citizens’ ability to hold government to account on natural resource governance, through programmes of participation, communication and information sharing, as well as strengthening citizens voice and improving communication channels.

The following provides an in-depth overview of the programmatic activities and work carried out by TNRF in 2011. An analysis of the programme activities in relation to their contribution to outcomes are provided in Section II. However, the activities themselves and their immediate results are described below, together with a presentation of lessons learned from each intervention. And activities are presented under their respective thematic area headings of Rangelands, Forests, Wildlife and Climate Change

2.0 Rangelands

Strengthening Voices/sustainable environmental management and poverty reduction in the drylands of Tanzania

Introduction: Strengthening Voices is a project coordinated by Kimmage Development Studies Centre (KDSC) and IIED with support from TNRF. It aims to strengthen community voices and policies to improve pastoralist livelihoods. Although the project came to an end in 2011, there were activities that took place to showcase the work of the program and to develop plans and strategies for phase II of the project.

This project is a specialized program focusing on policy for people who live in dryland areas in Africa. There are a number of challenges related to pastoralism—policies, education, land and health issues—that are brought about by policy and climate change. The strengthening voices project has focused on establishing partnerships at three levels to ensure its achievements become institutionalized, contributing to wider capacity building and respond to government policy:

1. It targeted the **community level** on the basis that in order to develop the drylands properly local people must be completely involved – and to do so their capacity needs to be built;
2. It targeted the **local government level** on the basis that this is the level where participation and locally based development becomes a reality. To be effective, formal local government institutions need to understand and value what the local people are actually doing; and
3. It targeted the **national policy level**, as this is the overall framework that will allow local and community development to happen.

The project activities were implemented mainly in the districts of Kilosa and Longido. Prior to this, extensive study and research on pastoralists' livelihood had identified 3 main challenges:

1. Knowledge gap – there was need to create a knowledge base.
2. Power imbalance (policy creation to work on pastoralism) e.g. creation of National Policies which result to displacement of pastoralists (injustices)
3. Need for an institution to fight for pastoralists rights – CSOs have come in to address this but more effort is required to adequately do so.

The project initiated a training course at MS-TCDC and also developed a Masters course to address these challenges. The pastoral training course is the central pillar of the strengthening voices initiative. The course is explicitly designed to explain the economic and ecological process at the heart of pastoral systems – clarifying the rationale that underpins pastoral livelihood strategies.

The training programme focuses on the pastoral system and is composed of three components or pillars:

- i. Natural Resources
- ii. The Herd
- iii. The family and wider institutions

Activity: Trainings and meetings

Personnel involved: IIED program adviser and specialist consultants. TNRF Coordinator on the Steering Committee

Description: The training programme involved a multiple design and implementation approach. This entailed:

- i. Mainstreaming downwards (lower level) – this training was done in Longido District. The challenges addressed included; leadership, limited understanding of policies, purchasing of government products and engagement of people in decentralization process.
- ii. Mainstreaming upward (higher level) – a Masters Degree program was designed and is now being taught at MSTCDC. This was as a result of conducting a research on pastoralism, which had several components including dynamics of **pastoralism**. The Strengthening Voices film and booklet were also developed for better understanding of pastoralism.

Results: Trainings at MS-TCDC were started for the East Africa Region and later Ethiopia and Sudan were interested. IIED then engaged with donors to help address these challenges faced by pastoralists. Donors were largely impressed and this later led to a visit by the president of Ireland to Tanzania. Following his visit, the Irish government accepted to include pastoralism in their white paper.

The IIED Programme Advisor for this initiative was elected the president of Foundation for Civil Society (FCS) but stepped down late last year. He used this opportunity to spread knowledge about pastoralists' issues. This allowed the stakeholders of this initiative to be given access to engage with government boards, Ministries of wildlife and livestock and other institutions.

Very recently, TNRF was nominated by the Ministry of Livestock Development and Fisheries to be on higher level Task Force. At the international level, TNRF has been involved with IIED

at bigger forums. The program adviser was also invited to a workshop at Columbia University in New York in November to discuss issues of land and pastoralism.

As a result of this project, partnership with IIED is now stronger. IIED and TNRF have now proceeded to come up with a programme on Climate change and pastoralism adaptation titled, "Mainstreaming climate change adaptation in drylands development planning in Tanzania".

Lessons:

- Collaborating with government and a high-level transparency brings success
- The dynamics of group interaction - how do we bond all this together? This is a challenging project as it involves many stakeholders

Conference on climate change and drylands

Introduction: Strengthening Voices is a project coordinated by IIED with support from TNRF. **Objectives:**

- To provide a space for Tanzanian citizens to share their experiences with and concerns about a changing climate and how it is, and will continue to, impact their daily lives.
- To connect the global climate negotiation process to Tanzania...
- To promote sound climate change policies nationally and internationally...

Activity: Climate Change Conference

Personnel Involved: Communications Department (HoC; Website Officer); TNRF Coordinator; IIED; TNRF Intern

Description: On September 1st, the Ministry of Livestock Development and Fisheries, in collaboration with TNRF and IIED, hosted the conference, "Climate change and sustainable resource management in Tanzania drylands." Despite being on a public holiday, the conference brought together more than eighty participants from academic institutions, NGOs, communities and government. Three Members of Parliament, three District Council Chairmen and District Executive Directors, four District Commissioners and representatives from at least four ministries were in attendance.

The conference shared the work of the "Strengthening Voices" program. Through discussions, a short film and speeches from key officials, including the Assistant Minister of the Ministry of Livestock and Fisheries Development, the conference shared successes and an evaluation of the program, as well as provided an opportunity to discuss ways forward. The Permanent Secretary chaired the meeting throughout.

TNRF, with support from IIED, coordinated engagement of the media. Additionally, TNRF hosted a networking dinner in the evening, which included MP's, the DC from Longido and the Asst. Minister of Livestock and Fisheries Development.

Results: The event resulted in a day of in-depth and lively discussion on pastoral and climate change-related issues. It also provided an opportunity to share with high-level officials and stakeholders many of TNRF's publications and films, including distributing the IIED and TNRF *Strengthening Voices* booklet and film. Following the one day conference, TNRF with IIED finalized a proposal for plans to implement phase II of the Strengthening Voices Program, which received funding from UKAID DFID in December. There was great

media coverage of the event in print, radio and television. Additionally, Star TV, with financial and logistical support from TNRF, did an in-depth documentary on climate change issues in Longido following on from discussions and information shared at the conference. Star TV has a broad viewership of approximately one million viewers per day, which means these climate change issues were brought to the attention of a vast number of people in Tanzania.

Lessons: Although the conference was quite successful, the logistical aspects of implementing the conference with MLDF brought challenges and last minute alterations. Therefore, in future collaborative efforts, TNRF needs to have a more active role from the start to ensure that the meetings arrangements are in-line with TNRF's way of working.

Engagement with the Loliondo land use conflict

Introduction: For years there has been conflict in Loliondo surrounding land and natural resource uses, brought about by the allocation of community land for hunting blocks and other tourism related investments. The conflict is complex, with many stakeholders involved, but the root of the problem is clear – poor land governance. In 2011, TNRF's engagement with the Loliondo land use conflict came at the request of more than 10 CSOs as well as some councillors and village chairmen Loliondo. The CSOs specifically requested that TNRF help provide communications support, which included developing a communications strategy for this issue, as well as support in providing evidence for advocacy. TNRF's Communication's Department and the Community Forums Special project played significant roles in the work carried out.

Objectives:

- Increased transparency in the Loliondo land use option analysis – this includes revealing any non-transparent processes that may have occurred or are occurring in order to ensure that there is accurate knowledge about the Loliondo conflict and possible land options
- A space provided for Loliondo community members to voice their opinions and be heard by the Tanzanian Government
- Information regarding the conflict is available and accessible, comprehensive and fair
- The best options for the Loliondo communities are presented for advocacy

Activity: Film and radio

Personnel Involved: Communications Department (TNRF-Maajabu Films and HoC); Community Forums Coordinator; partners (Oxfam, NGO.net); TNRF Coordinator; consultant

Description: TNRF-Majaabu produced 2 versions (7 minute English; 23 minute Swahili) of the film, *People have Spoken: Voices from Loliondo*. The film was posted on the TNRF website and Youtube, showed at meetings with community members and government officials in attendance, and it was aired on national television. TNRF also produced a radio program that touched on the Loliondo land use conflict; however, the radio program was one outcome of a workshop for traditional leaders held in Namanga, Longido District, and although it looked at the Loliondo issue, it had a broader focus on the issue of wildlife management areas.

To produce the radio program, TNRF commissioned a radio technician to produce the program. The technician travelled to Namanga and worked closely with the Community Forums Coordinator as well as with TNRF partners. The program was based on interviews as

well as audio footage from the workshop. TNRF's Communications Department provided quality control with editing prior to the program being aired on national radio.

Results: By the end of 2011, the film was watched more than 10,500 times online, it was aired at least three times on national television and seventy copies of the film were distributed, both nationally and internationally, to key stakeholders, including government officials, donors and partners. A series of newspaper articles were printed about the conflict shortly after the film was aired on television. Even though the articles never referenced the film, it is believed given the timing and the powerful nature of the film, that the film is what sparked the interest in the conflict.

Lessons: Film and radio are a powerful communications tools because they have far reach in Tanzania, radio much farther than television due to access. They also allow for people to tell their own stories and express their own opinions, without the interpretation of an intermediary (e.g. journalist). However, it can be challenging to measure results of both. The radio production was only the second time TNRF has worked with radio, and it proved to be a relatively easy new medium for TNRF to engage with because of our experience with film (Maajabu). This is certainly an area we want to continue to engage with and possibly expand, but we will also need to find ways to make it more interactive and more 'measurable.' As for the film it was clear given the overwhelming views on YouTube and the response in the media, that the Loliondo film was effective in sharing the voices from the ground. However, the challenges associated with such politically sensitive issues are many. One main lesson learned is that the time and energy put into the making of the film to ensure diplomacy and to avoid subjectivity, was well worth it and must be done in any politically sensitive issue such as this.

Activity: Media Engagement

Personnel Involved: Communications Department; Community Forums Coordinator

Description: TNRF helped to bring this issue to the media through the following means: 1) identifying and providing logistical support to press to travel to Loliondo and cover the events; 2) advise partner organizations on strategies and talking points for media engagement, specifically for a press conference; 3) writing a press release on the conflict. Most of the activities involved networking and meetings, such as when advising NGO partners and TNRF staff on talking points as well as when dealing with journalists. A press release was sent to key contacts at media houses.

Results: Throughout the year, but especially in February, March, April and May, there was a great deal of press coverage regarding the Loliondo land use issue, with at least sixteen newspaper articles covering the story. The press release was well covered, both in printed press and online, and press conferences organized by TNRF partners also made headlines.

Lessons: Not all of the media coverage related to Loliondo was accurate or supportive of TNRF's objectives. While TNRF wasn't concerned with differing views and stories, it was greatly concerned with a series of newspaper articles (in different newspapers) that made false, inflammatory statements about TNRF and our partners working to engage on the issue. Although TNRF and partners had developed strategic plans to engage with the Loliondo land use issue, plans were not made to deal with this kind of risk and it did cause some damage to organizations involved. It was clear that when engaging on an issue such

as this, that is highly sensitive and extremely political, it will be essential to have even closer ties to media throughout, to ensure that stories being published are accurate and unbiased.

Activity: Research and publications

Personnel Involved: Communications Department; Community Forums Coordinator; consultant

Description: TNRF produced the following publications related to Loliondo: 1) a 31-page report, *Integrating Pastoralist Livelihoods and Wildlife Conservation? Options for Land Use and Conflict Resolution in Loliondo Division, Ngorongoro District*; and 2) a 4-page information brief in both English and Swahili, *Resolving the Loliondo Land Use Conflict*. In response to requests by CSOs to provide evidence for advocacy, TNRF commissioned and published the report *Integrating Pastoralist Livelihoods and Wildlife Conservation? Options for Land Use and Conflict Resolution in Loliondo Division, Ngorongoro District*. The report evaluated the economic options of various land use options in Loliondo and how different uses, based on their values, could influence rural livelihoods and development. In order to make the report more accessible to both community members and policy makers, TNRF developed information briefs in both English and Swahili that summarized the report but also provided key recommendations for moving forward.

Results: Seven hundred copies of the report and briefs were distributed to Loliondo communities, partner organizations working in Loliondo and key policy makers working in the area. By August, TNRF re-printed all three publications as they were in high demand. Approximately 900 of these publications were downloaded from the TNRF website in 2011. They were also shared with the media and were often quoted or sourced in stories covering the conflict. A presentation outlining key points in the report was made at a workshop in Loliondo (see below).

Lessons: The briefs were very useful tools in helping to make the report more accessible to both community members, but also to policy makers, including District Councilors. However, what proved to be the most effective was the presentation of the report at a meeting in Loliondo (see below) as it helped to ensure that key information was shared and publically accessible.

Activity: Workshops and meetings

Personnel Involved: Community Forums Coordinator; Communications Department; Partners (e.g. NGO.net, IIED, Oxfam, etc.)

1) Loliondo workshop

The one-day workshop in Loliondo for about 60 people was held on the 11th February 2011, just prior to a supposed “unveiling” of a non-participatory land use plan for Loliondo. Therefore, TNRF in partnership with more than 10 CSOs, facilitated a one-day workshop to share information regarding land-use planning processes generally, the history of the Loliondo land use conflict, and to encourage strategic coordination of efforts to address this new land use plan. The TNRF report and information briefs were presented and distributed at this meeting.

2) Training for customary leadership in Longido, Namanga

TNRF teamed up with IIED and Kimmage Development Studies Center to host a training in Longido District for customary leaders and district officials. The training covered a variety of topics that affect pastoralists today (e.g. water issues, education, etc.); however, the

training focused an entire day on issues relating to the Loliondo land use issue and relating it to other pastoralist areas, such as Longido. They discussed the Wildlife Conservation Act and the changed definition of a Game Controlled Area and what the means for pastoralists in Longido and elsewhere in Tanzania.

Results: The workshop in Loliondo brought together many key influencers or boundary partners in Loliondo, including village council leaders, male and female customary leaders, District Councillors from 7 wards and representatives from civil society organizations. Following the workshop, the District Council Chairman stated: This plan conflicts with the laws of our country. The Village Land Act of 1999 says that any change in the use of village land should be decided by the village general assembly. What ground do these technocrats have to plan for us and, worse still, plan for vacating us from the area?"

Following the training, a radio program was produced (see above) and aired nationally. Additionally, they discussed at length the issue of Loliondo and the following recommendations were given from the participants:

- The constitution that has entrusted land to one person has to be changed.
- The government should be sued in court in issues related to recent evictions. (Communities rarely win).
- Pastoralist communities have to advocate for change.
- Sub-titles should be issued for every inch of land and formulate land cooperatives.
- We have to do internal and external campaigns.
- We have to have representation at all levels of government.
- Let's build a critical mass of people to campaign/fight for their land rights.
- The traditional leaders' "barazas" have to be effective and not betray their people.

The most significant result is that the government-led land use plan for evicting people from the community lands has been rejected by the communities, and that communities have not been evicted. Also, the film may have supported the councillors to stand firm against central government on the matter, saying that this was what their constituents wanted.

Lessons: The workshop held in Loliondo was extremely effective as it ensured that the people of Loliondo were adequately informed about their rights and certain processes involved in land use planning in Tanzania. Combining the trainings with materials, such as the information briefs, were effective strategies in ensuring that information was shared and made available to a wide audience in Loliondo.

Engagement with the Pastoralist Livelihood Task Force (PLTF)

Introduction;

The Pastoralist Livelihood Task Force is a platform for CSOs to engage with matters and issues that are of importance to pastoralists and pastoralism across the country. PLTF has been particularly effective in collaborating to engage on policy issues. The Task Force is hosted by TNRF and chaired by PINGOs Forum. PLTF was mandated to oversee the Civil Societies' Strategic Plan for Pastoralism in Tanzania and therefore, facilitate the process. In 2011, PLTF engaged in three main activities: developing the strategic plan for pastoralism,

engaging in the United Nations Universal Periodic Review (UPR) of human rights, and hosting the research on the value chain of the meat roasting business in Arusha.

Activity: Engaging in Civil Societies' Strategic Plan for Pastoralism in Tanzania

Personnel involved: TNRF Rangelands Officer (with PLTF partners, CSOs)

Description: The vision for the Strategic Plan for Pastoralism is that of "A pastoral society free from poverty living in harmony with a recognized, productive and well governed sustainable livelihood system". The mission is "to provide a framework for pastoralist CSOs and other stakeholders to work towards a common goal through providing essential services to pastoral communities and through advocating for conducive policies of land tenure for pastoralism and good governance".

The Strategic Plan for Pastoralism has five strategic objectives, for each, strategies to be used has been elaborated. Similarly, milestones have been developed to show progress during the next five years of the plan. The five strategic objectives are detailed as follows:

- To ensure pastoral communities secure tenure for land to sustain their livelihood system.
- To facilitate pastoral communities to influence good governance practices, learning and sharing at all levels.
- To ensure provision of essential services appropriate to needs of pastoral communities.
- To ensure that pastoralism is recognised as a viable livelihood system.
- To influence improvement and formulation of pastoral friendly policies and legal frame works.

Results: there were several meetings to design the strategic plan, but the plan has not yet been finally approved through peer review.

Activity: Consultations on the National Programme on Livestock Development

Personnel involved: TNRF Rangelands Officer, PLTF partners,

Description: The Ministry of Livestock Development and Fisheries organized a meeting in Dodoma to discuss the National Programme on Livestock Development, and subsequent meeting was held by PLTF to discuss the programme at the City Link hotel in Arusha.

Results: After both meetings had taken place, the PLTF/CSOs submitted their comments to the Ministry although there has been no feedback on whether the comments were taken on board.

Activity: Universal Periodic Review on the status of Pastoralism in Tanzania

Personnel involved: TNRF Rangelands Officer, PLTF partners pastoral CSOs

Description: Three meetings on Universal Periodic Review on status of pastoralism in Tanzania were organized in 2011. Two of the meetings were held in Arusha and one in Dar. The process was lead by PINGOs and TAPHGO and facilitated by consultant.

Results: Following these meetings, a report was submitted to the UN office of Human rights. Some partners later travelled to Europe to hold discussions on this issue.

Activity: the contribution of pastoralism to the economy

Personnel involved: IIED research assistant, IIED economist and TNRF communications

Description: In collaboration with the Pastoralist Livelihoods Task Force (hosted by TNRF) and IIED, TNRF is supporting research to establish the contribution pastoralism makes to the economy of Arusha Municipality and District. The research is looking, in the first instance, at

the number of livelihoods and the total value of monetary benefits the meat trade from animals reared under pastoral conditions brings to the municipality in taxes and fees.

Results: Data has been collected on the value added different actors along the value chain – ranging from the abattoirs, to meat shops and slaughter houses, to *nyamachoma* outlets, to restaurants, hotels and *mama lishe* vendors - generate and in so doing contribute to the economy while supporting theirs and others livelihoods. The research took a long time requiring repeated visits to actors to establish trust. Research results are now being written up and will be published in May 2012. The work has been co-funded by CORDAID and IIED.

Lessons learned: The research process encountered two challenges. First, the almost total absence of data on the economic dynamics of the meat trade within Arusha before the major formal actors (e.g. abattoirs) – existing data sets on the numbers of actors and the status of their business are very poor. Secondly, largely because of the informality of the sector, the reluctance of actors to disclose information on their financial flows for fear of attracting the attention of the authorities.

Community Forums

Introduction: Customary leadership institutions have typically become undermined, marginalized and often ignored by modern government systems, although these institutions and the people in them are often the most respected and influential members of the community, able to advance citizen based development and protect land and human rights.

Although customary leaders still play an important and influential role in their pastoralist communities today, many often lack information they need regarding national laws and rights. Therefore, in 2007 TNRF and UCRT, with funding from the Ford Foundation, teamed up to develop the *Community Forums* initiative. Community Forums seeks to build on well-established customary leadership forums to strengthen these institutions so they can be more involved in community development and governing issues, helping them become effective natural resources negotiators and advocates in representing community rights and interests.

The programme's funding ended in early 2011; however, the Forums remain strong and active in many of the communities. TNRF's Communication's Department helped develop some showcasing materials to highlight some of the project's major achievements and challenges.

Objectives

- Identify key messages and lessons learned from community forums and make that information available and useful (especially to policy makers, NGOs, project developers, funders)

Activity: Film production

Personnel Involved: Communications Department (TNRF-Maajabu; HoC); Community Forum's Coordinator, Partners (UCRT)

Description: Funding for the special project, Community Forums, came to a close in early 2011. Therefore, TNRF wanted to produce some showcasing materials to highlight the work, successes, challenges and achievements of the project to share with a general audience, but more specifically, to share with donors and decision makers and other NGOs. The purpose was to highlight this unique approach of working with traditional leadership

institutions to empower communities to be more effectively (and fairly) involved in development planning. In June, TNRF-Maajabu produced the film, *Community Forums: Traditional Leadership Engagement in Natural Resource Governance*. The film captures testimonies from community members in Longido, Simanjiro and Hanang' districts on how the initiatives of Community Forums have empowered traditional leaders and women in addressing development issues.

Results: The film is in its final stages of production. When completed, in early 2012, it will be aired on television and circulated to decision makers, NGOs and development partners in an effort to seek additional funding so that the project can continue.

Lessons: Working closely with partners, such as UCRT, is an effective way to engage at the community level. Thanks to our close collaboration, TNRF-Maajabu was able to easily access community members, who were well informed and excited to share their views and experiences with Community Forums.

3.0 Forestry

REDD

Introduction: Deforestation and forest degradation are serious challenges in Tanzania and major contributors to carbon emissions in the country. Therefore, Reducing Emissions from Deforestation and Degradation (REDD) – in some form – is an important component of Tanzania's response to climate change, while recognizing that, globally, REDD alone is not the answer. Stakeholders in Tanzania are working on REDD through national program development, awareness raising, advocacy and pilot project implementation. As part of this, nine REDD pilot projects are being supported by the Norwegian Embassy, and are being implemented by civil society organizations and their partners.

In an effort to bridge the gap between on-the-ground experiences and national level policy development, TNRF has provided a space for the implementing pilot projects to share information and lessons learned and to join together to advocate for strategies and policies that are pro-community and pro-environment.

Objectives:

The overall objective of this initiative is to see an efficient and effective REDD readiness program in Tanzania that is pro-poor and aimed at promoting sustainable economic growth for citizens and communities, on village land including village forest land. Specifically, the objectives of REDD engagement are as follows:

- Civil society is working together, with a shared and extensive knowledge base, to advocate for National REDD policies and strategies that are in communities interest
- Civil society is working together, with a shared and extensive knowledge base, to inform and empower rural Tanzanians about REDD, and specifically about tenure and benefit-sharing issues
- There is an open dialogue on REDD between civil society and national level policy makers
- CSO's are effectively able to influence the National REDD Strategy
- The REDD Task Force, or any other future REDD governing body, includes civil society representation
- Tanzanian citizens, specifically those affected by REDD, are able to speak on their own behalf in regards to REDD, and have the ability to influence policy and implementation activities

- Equitable benefit sharing mechanisms are developed for REDD, and because they are so intricately linked, are developed for PFM and JFM as well
- National land tenure issues are clear, defined and fair to communities, and communities are aware of these laws and area aware of their right

Activity: Meetings and “lessons learning” events

Personnel Involved: Forestry Senior Program Officer; Communications Department (HoC)

Description: TNRF participated in and convened a number of REDD-related meetings and lessons learning events in 2011.

1. Feedback Workshop on Status of REDD+, February 21 + 22, hosted by National REDD Task Force

TNRF was invited to attend this two-day workshop to provide information on national strategy development from the civil society point of view. TNRF presented on civil society feedback on the draft national REDD strategy, sharing the following key messages that were developed by the REDD pilot projects during a TNRF-facilitated learning event held on February 16th.

- Benefits of REDD+, including income, must reach the community level
- Stakeholders must be involved in the decision-making and planning process
- TZ must commit to high social and environmental standards for REDD+

Results: Following this meeting, TNRF was requested by UN-REDD and the Donor Partner Group on Environment (DPGE) to publically share and distribute their feedback and comments on the draft national REDD strategy. Unfortunately, a second version of the strategy was never made available in 2011, so it is not yet known if the feedback was received and incorporated into a second version of the document.

2. Lessons Learning Events

TNRF held three lessons learning events with the nine REDD pilot projects in 2011. The first took place February 16th, and focused on reviewing the National REDD Strategy. At this meeting the pilot projects provided short updates about their projects. They then broke into groups, according to Key Result Areas in the REDD Strategy Document, and reviewed the various sections of the National REDD Strategy.

The second lessons learning event with the REDD pilot projects took place August 8th. Representatives from six of the nine pilot projects were in attendance, as were representatives from UN-REDD, development partners and academia. This event mainly focused on providing updates and general lessons learning from each pilot project. A discussion about planning for COP 17 took place and a presentation was given on TNRF and TFCG’s “Gender and REDD report.”

In early September, TNRF quickly organized another REDD pilot meeting, strategically holding it just days before a national feedback event on REDD, which was hosted by the National REDD Task Force. The main purpose of the TNRF-hosted event was to provide a space for the pilot projects to jointly agree upon a method of engagement at the National REDD feedback meeting. Specifically, the pilot projects discussed the issue of social and environmental safeguards, and planning and strategically engaging with COP 17 both nationally and internationally.

Results: There were a number of direct results from these lessons learning events. Following the meeting in February, TNRF helped facilitate the pilot projects to agree upon a joint document that provided feedback on the National REDD Strategy. The document was officially endorsed by all of the REDD pilot projects, and TNRF was requested to submit it to the National REDD Secretariat on their behalf as well as make a short presentation of it at a National REDD feedback meeting in March. Additionally, TNRF shared the feedback with development partners and made it publically available online and through online newsletters.

Following the meeting in August, CARE International began to engage with the gender and REDD report, eventually attaching their logo onto the report and the information brief, and even paying for 1,000 extra copies of the brief to be made to share at Forest Day 5 at COP 17. Additionally, information shared at the August learning event was used to help inform a publication on general lessons learned from REDD pilot projects.

The event held in September was very effective in that it helped to ensure the REDD pilot projects were coordinated and able to agree upon positions for how to engage with the government at COP 17. Additionally, all of the pilot projects were informed about the importance of environmental and social safeguards, and they were updated about the status of this situation in Tanzania. At the end of this meeting the pilot projects agreed to hold a side event at COP 17, develop a joint position statement for COP 17 and develop their own materials, spearheaded by TNRF, to share lessons learning from the projects. TNRF participated in follow-up meetings with the REDD Secretariat to represent the pilot projects in further planning for COP 17. This included outlining roles and responsibilities of materials preparation and side event topics. In October, TNRF facilitated the pilot project's engagement with developing and agreeing upon a joint position for COP 17. In November the position was shared publically at the Climate Change Hearings in Dar es Salaam. TNRF circulated a press release on the statement and shared copies of it at COP 17. Additionally, TNRF, working closely with the pilot projects, developed a lessons learning document (see publications).

3. Tanzania – Mozambique REDD Dialogue

During the first week of the UNFCCC COP 17 in Durban, South Africa, WWF-CEA, TNRF and the IIED jointly hosted the meeting, "Tanzania-Mozambique REDD Dialogue." The meeting was held at the Pavilion Hotel from 8:00 – 10:30am and more than thirty people were in attendance, including representatives from both Tanzania and Mozambique governments, civil society and academia. The purpose of the meeting was to reflect on shared challenges arising from REDD strategy development and pilot project experience in Tanzania and Mozambique, and to identify options for deepening dialogue and exchange. Presentations on REDD development were given by a Tanzanian government official (Dr. Kilahama, Director of Forestry and Beekeeping Division) and a representative from civil society (Charles Meshack, Executive Director of the Tanzania Forest Working Group), and a government and civil society representative from Mozambique provided presentations on REDD strategy development in their country.

TNRF coordinated Tanzanian engagement in this event, including inviting and recruiting government and civil society representatives as well as journalists to participate.

Results: More than thirty people participated in the event, including six Tanzanian government officials and four Mozambiquan officials, the Tanzania REDD secretariat and members of Mozambiquan, Tanzanian and Ugandan civil society.

Although Tanzania has a two-year lead in REDD development, it was clear that there are lots of areas where information sharing and lessons learning would be beneficial to both countries. Specifically, participants identified two main areas that would benefit from strengthened and deeper cross-border dialogue:

- 1) Engagement with private sector and REDD
- 2) Interaction between local and national strategy developments – learning from the different country design frameworks on how to best integrate national development and on-the-ground implementation.

Other areas identified where ongoing collaboration would be useful were MRV, reference levels, learning from NGOs and pilot projects and research and training.

There were discussions with WWF-CEA and IIED about following up on this dialogue by holding a larger, more in-depth workshop in March 2012. Only a few days after the event, a feature article on REDD in Tanzania was printed in *The Citizen*, and it referenced discussions from the dialogue.

Lessons: Meetings, workshops and lessons learning events are incredibly useful forms of engagement in REDD. Although the pilot projects all have separate objectives and work plans, a lot of the work they are doing and the challenges they are facing are similar, and a space that enables joint advocacy and information sharing has been useful and an effective tool for strengthening their voice in the REDD development process. It became clear, through discussion and feedback, that the pilot projects would actually appreciate more opportunities for engagement, and more technical support from TNRF. There are areas where the projects have differing opinions and experiences and it would be useful to explore those more in-depth instead of just scratching the surface with general lessons shared.

Activity: Publications

Personnel Involved: Communications Department (HoC, WO, IO); consultant, partners (REDD pilot projects)

Description: TNRF produced a number of REDD-related publications in 2011.

1. TZ-REDD Newsletter

In 2011, TNRF published and circulated three issues of TZ-REDD – Issues 3, 4 and 5. The newsletters aim to keep practitioners, donors, universities and CSOs up-to-date about REDD projects in Tanzania, upcoming events, and REDD developments around the world.

Results: The TZ-REDD newsletter, which is a product of TNRF's support to TFCG/MJUMITAs REDD project, was first developed in 2010; however, 2011 saw an increase in interest and engagement from key actors in REDD in Tanzania, including development partners, academia and the pilot projects generally. The newsletter has more than 220 recipients and is often re-posted on international websites, such as REDD Monitor and Katoomba Groups' Forest Carbon Portal. The three newsletters were downloaded 570 times on TNRF's website, and TNRF also printed and distributed 50 copies of the newsletter to share with key decision makers. A partner from an international NGO informed TNRF that the

newsletters are being held up internationally as an effective tool and resource for reporting on REDD at the national level.

2. *REDD Realities: Learning from REDD pilot projects to make REDD work*

The REDD pilot projects requested TNRF to help develop lessons learned materials to showcase at COP 17. TNRF published the booklet, “REDD Realities: Learning from REDD pilot projects to make REDD work...” which was first showcased at COP 17 and shared widely online. The booklet aimed to further learning and action on equitable and effective REDD, by highlighting some key messages and lessons learned from the pilot projects in Tanzania. It provided an overview of the pilot project’s engagement with REDD, by evaluating their work and evaluating it based on some common, emerging themes: REDD can bring good; REDD needs to be financed; REDD needs strong safeguards; REDD needs equitable benefit sharing; land and carbon tenure should be in community’s favour; REDD needs strong participation; and MARV needs to be robust and transparent.

Results: The process of developing and composing this booklet was useful in itself. It was clear that there are emerging issues that need a lot more attention and further dialogue between the pilot projects. But it was also obvious that there are some issues that clearly have strong and unified support from civil society across the board. It was exciting to have full buy-in from all of the nine REDD pilot projects in Tanzania and their participation led to a much stronger, more informed document. The booklet was on display at many events at COP 17, and it was the most popular publication TNRF distributed, with 350 copies distributed in only four days. It has been posted on many international REDD-related websites, including REDD-net.org, Forest Carbon Portal and thereddesk.org. It was also accessed electronically roughly 370 times. Additionally, there were some very positive responses to it by pilot projects, NGOs and development partners. Below are some comments and feedback on the report:

“This is very good work” and “it looks excellent” – representatives from IIED

“[it] impresses me as it is most useful to have such overviews of, and comparisons between, the REDD pilot projects” – representative from NORAD

“Congrats, this pub is outstanding” – independent consultant

Additionally, the booklet received a mention in Ecosystem Marketplace’s *PES in Africa*. Excerpt below:

“Even before Durban, Africa was awash in ideas. Indeed, while researching projects for this booklet we found scores of projects that looked great on paper, but had achieved little on the ground. The challenge moving forward is to turn these ideas into action, and we are seeing plenty of evidence that this is underway. As we were going to press, the Tanzania Natural Resource Forum (TNRF) had just launched a series of papers detailing not only good ideas, but action plans for implementing them.

The TNRF is a collective of community-based efforts aimed at ensuring the development of green governance – and that’s exactly what’s needed if payments for ecosystem services are to deliver environmental benefits. All across Tanzania – and, indeed, across several African nations – we’re seeing communities acting proactively to establish baselines and develop systems that can monitor carbon stocks. But this will come to naught if governments don’t step up.”

3. *Gender and REDD+ in Tanzania: an overview of key issues – Report*

Mainstreaming Gender and REDD in Tanzania – Information Brief (Eng. And Swahili)

Pilot NGOs implementing REDD, such as TFCG/MJUMITA and CARE, have recognized the need to better incorporate gender into REDD strategies and planning. Following a gender and REDD workshop in April hosted by the CARE-HIMA project, TNRF identified and hired a consultant to carry out further research on gender and REDD and to provide recommendations for how to mainstream gender and REDD in Tanzania. This project was part of TNRF's advocacy and information sharing support to TFCG/MJUMITA's REDD project.

The report, "Gender and REDD+ in Tanzania: an overview of key issues," provides a framework on gender and REDD issues in Tanzania. It provides an in-depth overview of the policies and practices of gender and forest management in Tanzania, putting into context the importance of mainstreaming gender in REDD strategy development and implementation. Additionally, it reviews the current REDD Strategy and literature in Tanzania and assesses the inclusion or exclusion of women generally. It reviews national or international treaties or agreements that Tanzania observes and analyzes those mandates for gender mainstreaming and how this could benefit REDD developments. Finally, the report looks at key actors and institutions in gender and REDD in Tanzania.

Continuing to support TFCG/MJUMITA's REDD project, a 4-page information brief, "Mainstreaming Gender in REDD in Tanzania," was developed to summarize the key messages and background information from the report. It was published in September and first made available at the Tanzania Gender Network Program's Gender Festival. The information brief was shared at National REDD Task Force workshops and widely circulated both nationally and internationally. The brief was slightly altered and translated into Swahili and accompanied by illustrations to help make the information more accessible to community members in the REDD pilot project communities. The Swahili brief, "Wanawake na misitu Tanzania," was distributed at MJUMITA's annual general meeting in November. More copies will be distributed to REDD projects in 2012.

Results: Two thousand copies of the report have been made and were widely circulated to NGOs, development partners and decision makers. The CARE-HIMA REDD project requested to have their logo added to the briefs, and paid for additional prints of the brief themselves. They brought these copies to COP 17 and distributed them following a presentation they made at CIFOR's Forest Day 5 on gender and REDD. TNRF also produced a poster on Gender and REDD that was on display at multiple events at COP 17, accompanied by copies of the information brief. TNRF's Head of Communications engaged in discussions with representatives from international organizations focused on gender and environment, such as WEDO and UN-REDD, because of their interest in the briefs. Additionally, the HoC participated in an informal meeting on mainstreaming gender and REDD and increasing attention and awareness of these issues globally.

Lessons: The development and production of the REDD-related publications typically were great learning opportunities in themselves. For example, the REDD Realities booklet highlighted the need for more opportunities for the pilot projects to engage in in-depth discussions about emerging issues on REDD. Additionally, it is clear that there is demand and a desire from a wide range of stakeholders for this kind of information.

Activity: Enabling Advocacy and Engagement with COP 17

Personnel Involved: Communications Department (HoC); Senior Forest Program Officer; Coordinator of ForumCC; consultant; partners (e.g. pilot project NGOs, IIED)

Description:*1. Position on REDD for COP 17 in Durban*

At a TNRF hosted REDD pilot project lessons learning event in August, 2011, it was decided that the projects would develop a position for COP 17. TNRF drafted text for this position based on the discussions at the meeting, and helped facilitate a process of engagement with the projects to refine, edit and eventually endorse a position.

Results: In November, the projects officially endorsed a position for COP 17, “Making REDD Work...for climate, countries, communities, and biodiversity conservation.” The position had three main messages: REDD needs to be adequately financed; REDD needs strong safeguards; REDD can deliver benefits and good. The position was first shared publicly on November 18 in Dar es Salaam at the Climate Change Hearings. It was then distributed at Durban and shared with members of the National REDD Task Force.

2. Official Side Event

TNRF, representing the pilot projects, linked up with IIED to host a side event at COP 17, “REDD Realities: what are we learning from the past and readiness process?” TNRF coordinated the line up of speakers, the facilitator and participated in developing the overall theme. The aim of the event was to highlight and share positive lessons from participatory forest management (PFM) to avoid repeating mistakes. Lessons from Tanzania, as well as from Africa, Asia and Latin America, were explored and shared to better understand how REDD+ can be cost effective and pro-poor.

Results: Approximately one hundred people attended the side event, including members of the National REDD Task Force and the REDD Secretariat. One member of the National REDD Task Force expressed criticism over the presentation on safeguards, because he felt that there is more to learn about safeguards prior to implementation. Civil society on the other hand believes that social and environmental safeguards need to be made a priority for the Task Force, and despite his criticism, it was at least an effective approach in sharing the message.

3. Blog: Tracking Tanzania COP 17 in Durban

Throughout COP 17, TNRF kept a blog, “Tracking Tanzania at COP 17.” The purpose of the blog was to bring the climate change negotiations closer to Tanzania, by cutting through some of the jargon and confusion and making it relevant to Tanzanians.

Results: Five-hundred and fifty-five people viewed the more than 15 posts on issues discussed at COP 17 that had direct relation to Tanzania. Issues, such as private sector and REDD, were highlighted as these repeatedly came up in meetings and at events. Additionally, journalists used the blog as a reference and a source of information, and even quoted it in their articles. TNRF was also able to recruit guest bloggers from partner NGOs to submit posts. Below are some comments from readers of the blog:

“Like the blog! A great innovation for those of us not in Durban” – representative from a REDD pilot project

“The blog is really interesting to follow, especially for us who did not have the time to go to Durban.” And “Enjoying the blog – keep it up!” – representatives from the Norwegian Embassy in Tanzania

4. Working with the media

TNRF supported two Tanzanian journalists to participate in COP 17 with the Climate Change Media Partnership, which works to build capacity and skills of journalists on climate change reporting. Additionally, TNRF engaged constantly with Tanzanian journalists while at the COP, facilitating interview opportunities, linking them to events related to Tanzania and providing technical backstopping on issues such as REDD.

Results: Two journalists from Tanzania participated in COP 17 and were trained through the Climate Change Media Partnership. There were many articles posted about COP 17, but five articles appearing in Tanzanian papers, including a full-length feature article on REDD, were directly the result of TNRF pitching the story and facilitating discussion and interviews for the reporter. Additionally, TNRF was able to build strong relationships with Tanzanian journalists at COP 17, often being called for advice on stories or to provide ideas and input on possible stories or interviews.

Lessons: UNFCCC COPs are a great opportunity to engage directly with Tanzanian government officials, journalists and partners. The success of the engagement entirely depends on the amount of preparation time prior to the event. An ongoing challenge with the COP is the lack of civil society advocacy and engagement generally, and training on effective advocacy skills would be useful.

Tanzania Forest Working Group

Introduction: The TFWG, was formed to engage in advocacy and awareness raising activities on critical forest management and governance issues. The TFWG is supported and facilitated by TNRF, but depends on the members of the group to set the agenda and carry out activities. In 2011, most of the work carried out by TFWG was related to REDD (see REDD) and developing phase II of the Mama Misisitu Campaign.

Objectives:

To have a platform for discussion and engagement in good governance of forests in Tanzania.

Activity: Engagement with Eastern Arc Mountains UNESCO

Personnel Involved: Head of Communications; Senior Forest Program Officer; Partners (TFCG)

Description: On March 29, the President directed the Ministry of Natural Resources and Tourism to withdraw their application to UNESCO for the Eastern Arc Mountains to be recognized as a World Heritage Site. When members of TFWG learned of this, they used the TFWG listserve (hosted by TNRF) to call for a meeting and joint action. A letter and press release from TFWG was developed, with support from TNRF.

Results: On April 1st, TNRF Senior Forest Program Officer, by request from members of TFWG, sent a letter to the President of Tanzania requesting his reconsideration of the decision to withdraw the application. Through the listserve, the letter was endorsed by ten

NGOs. Additionally, a press release was issued in trust of TFWG stating, “Respect citizens wishes, re-submit World Heritage Site Application.”

Lessons: Although the situation has not yet been resolved, the quick action and coalition effort that took place under the guise of TFWG illustrates the power of joint advocacy. It is clear that such platforms are needed to gain attention and to be able to act fast with already built trust.

Activity: Reviewing the forest policy

Personnel: Senior Forest Officer

Description: TNRF facilitated the process of compiling civil society feedback on the draft national forestry policy, when comments and feedback from civil society was submitted to TNRF, and a compiled statement was given to Ministry of Natural Resources and Tourism.

Result: the senior forest officer was told that the process had already gone to cabinet so that the comments could not be incorporated at this stage. However he was assured that the comments would be taken on board for the development of guidelines.

Activity: Developing the Mama Mitsu Campaign

Personnel: Senior Forest Officer and TNRF Coordinator

Description: TNRF continued to work throughout 2011 with the TFWG on developing the final proposal for the Mama Mitsu Campaign. A consultant was commissioned to finalise the document, but this was not accepted by the donors (Finland and Norway), and a new document had to be drawn up. Finally the document was submitted on the 5th December and approved for funding.

Results: The campaign is complex, has many partners and has been difficult to develop, and used considerable time of the TNRF Coordinator, who provided significant input in re-writing the project document. However, with one to one discussions with partners and with the long process of meetings and approval processes for the final document, it is felt that there is strong buy in from partners, which will help to produce important results for the campaign. Partners have been supportive and have shown good faith in the process and in TNRF’s capacity to lead the process.

Lessons: The Consultants and re-writing of the report, plus all of the partner consultations have been expensive for TNRF, and this would not have been possible without LKA! support. Also, it has not always been easy to keep enthusiasm high amongst partners, and this has taken time and effort from both the TNRF Coordinator and the Senior Forest Officer.

4.0 Wildlife

Wildlife Management Areas and Community Wildlife Management

Introduction: At the start of 2011, the wildlife working group identified some key areas where they would like to engage. One very important issue identified was that of wildlife management areas. Within the group, and within the conservation community more generally in Tanzania, the issue of wildlife management areas and community wildlife conservation is not very clear—is it effective?; who is benefiting?; what do we know?; who is working in this field?, etc.. TNRF felt that before any proper engagement took place, it was first important to try to answer some of these questions and generate a shared knowledge base amongst key stakeholders. At the same time, USAID was concluding ten years of support to wildlife management areas and they were interested in evaluating the

programs and identifying ways to improve upon it. Timing for involvement in these issues was just right in 2011.

Objectives

- To provide a platform where stakeholders can engage in a dialogue about CWM/WMAs generally, gain lessons learned and identify areas of interest for engagement with policy or design.
- Facilitate sharing of information and experiences on CWM to date among stakeholders in Tanzania and create a share knowledge base
 - To share information about past, current or future research on WMAs in Tanzania, which can inform key stakeholders about lessons learned, gaps in our knowledge about WMAs and ways to shape and coordinate future research so that it's useful and complements what is already known.
- Initiate a process for further knowledge sharing and collaborative learning and action on CWM in Tanzania
- Contribute to improved wildlife resources governance and outcomes for communities and wildlife conservation, including by ensuring governance in line with community rights and interests

Activity: Meetings and Roundtables

Personnel Involved: Communications Department (HoC; Information Officer); TNRF Coordinator; Consultants; partner NGOs (e.g. WWF-CEA, TNC, USAID)

Description:

1. WMA Learning Event

On June 24th TNRF hosted a learning event at TNRF offices in Arusha. The meeting was attended by participants working directly with Wildlife Management Areas (WMA) and local communities. Discussions were lively and focused on how to make wildlife work for communities by providing economic development as well as protecting the wildlife resource. Many ideas and opinions were aired and a range of options for engagement in the issues were proposed and addressed. The meeting noted that there is a need for a neutral space for discussion to freely exchange ideas on how to ensure good practice in community based wildlife management and conservation, and there is also a need to provide and share information on these issues so as to avoid overlap and to ensure that information is available and accessible to those who would benefit from it.

2. Community Wildlife Management Roundtable

In Dar es Salaam, November 2-3, 2011, TNRF hosted the roundtable, "Wildlife for Communities in Tanzania: Taking stock of governance of wildlife by communities." This event brought together more than 40 stakeholders and technical experts from communities, research bodies, the private sector, civil society, government, and development partners. The roundtable aimed to create a space for informal, open and lively discussion about CWM: what we know, what we still need to learn, where we are, where we want to go, and what we can do to get there. The roundtable also sought to identify a concrete way forward for collaborative actions. It is envisioned as a first step in a longer, multi-stakeholder process to improve CWM in Tanzania.

Results: The main output of the WMA Learning Event was the development of a concept note for the Community Wildlife Management Roundtable. The CWM Roundtable had the following outputs:

- Collation of recent CWM/ CBNRM research in Tanzania and region
- Dissemination of experiences (successes, challenges) on CWM in Tanzania and the region among meeting participants, and other stakeholders in Tanzania
- Identification of relevant challenges and opportunities to improve CWM
- Agreed way forward for collaborative CWM initiatives among participating stakeholders

Additionally, TNRF signed a contract with a consultant to carry on working on CWM issues and to take the lead on following up from the roundtable in 2012.

Lessons: Although both the roundtable and learning event were received very positively, it was also made clear that if follow up doesn't take place, then they will just be another "event" that leads to little productive action. Identifying a consultant to follow up on these issues in 2012 is a strategic action by TNRF to ensure that these issues are properly followed up and addressed. It was made very clear at both events that key stakeholders want to see more of these information-sharing platforms where ideas and opinions can be shared and exchanged. It was also useful linking up with USAID. We did not seek funding from them as we wanted TNRF as the host of the roundtable to remain "neutral"; however, liaising with USAID and keeping them involved in the development of events, helped to ensure active participation by a wider array of important stakeholders.

Activity: Research and Publications

Personnel Involved: Communications Department (HoC; Website Officer); consultants

Description: In 2011, TNRF carried out two studies on community wildlife management in Tanzania. The following are the two studies, which will be finalized and available in 2012: "Community-based Conservation in the Tarangire Manyara Corridor: An Appraisal of Existing models and Experiences" and "Wildlife Management Areas and Pastoralist Livelihoods: An Assessment and Analysis from Northern Tanzania." Prior to the CWM Roundtable, TNRF published a 19-page summary of the research findings: "From Promise to Performance? Wildlife Management Areas in Northern Tanzania."

Results: The research summary was first distributed at the CWM Roundtable in November. It was a great place to distribute the research results, as many key stakeholders who are being targeted to receive the information were present.

Lessons: Through meetings, email exchange and conversations, we were able to share the research with key stakeholders early on. By bringing in key organizations early on, such as USAID, WWF and AWF, we were able to get more buy-in and interest regarding the research. Launching the research summary at the Roundtable was very effective in that those present were mostly representative of our target audience.

5.0 Climate Change and ForumCC

Promoting Climate Change in Tanzania in connection with COP 17

Introduction: Climate change and its impacts have been relatively well documented at the global arena; however, in poorer countries such as Tanzania, to date, there has not been as substantive documentation of the impacts of climate change, especially by those who are most affected: the poor in rural areas. This is reflective of the often bias towards more technical approaches to development issues, which do not take into account real

experiences of real people most affected by poverty. The importance of hearing the voices of those most affected by climate change is pertinent to the effective implementation of any national climate change policy as well as any adaptation and mitigation strategies. Such strategies need to be informed by voices of those that are living with the effects and impacts of climate change – these individuals are arguably, far removed from the national and global debates on climate change. It becomes more important to therefore ensure that the national and global debates are informed by local and grassroots experiences.

With the UNFCCC COP 17 being held in Durban, South Africa in 2011, Africa, and Tanzania, has an opportunity to share their stories and knowledge of life with a changing climate with the international community. However, it is important that those stories are informed and well connected to policies and development strategies.

Objectives

- 1) Ensure that voices from the grassroots are heard/represented at COP 17 as well as within national governments;
- 2) Link international climate negotiations to national and local level (and vice versa)
- 3) Make climate change policies accessible and clear to civil society and ensure that there is space to advocate on climate change policies at national and international levels

Activity: Meetings and Conferences

Personnel Involved: Communications Department (all); ForumCC Coordinator; consultant; partners (e.g. ForumCC members, UCRT, Resource Africa UK)

Description:

1. Climate Change Hearings II: Have you Heard Us?

ForumCC and TNRF organized “Climate Change hearings II: have you heard us?,” which was held in Dar es Salaam on the 18th November. In 2009, ForumCC with support from DFID and Oxfam held the first climate change hearings in Tanzania. It was an event that gave people who are suffering from the impacts of climate change the chance to make their voices heard locally, nationally and globally. From local villages to large-scale effects, the hearing helped bring the voices of those most affected by the devastating impacts of climate change directly to decision makers who have an opportunity to do something about it. The purpose of the second round of climate change hearings was to ask this very question – Have you heard us?

Ten citizens from around the country (Moshi, Kigoma, Simanjiro, Zanzibar, Shinyanga, etc.) were selected by ForumCC to come to Dar and testify about the impacts that climate change is having on their daily lives.

The Head of UKAID DFID in Tanzania, Mr. Marshall Elliot, made the opening remarks, and a panel of experts from NGOs and government, including Director of Environment in VPOs office, Dr. Ningu, provided feedback and recommendations to the testimonies.

Results: The event was very successful, with a great dialogue between the panel of experts and the testifiers. There was great media coverage of the event (print, radio and tv), and a film that was produced from the event has received an overwhelming amount of attention, including continued airings of the film on TBC national television (see film below).

Lessons: Lessons from the first Climate Change Hearings informed this process. Although adding to the overall cost of the event, all of the testifiers were visited in their hometowns so that they could be pre-interviewed and so that they could be coached on how to most effectively convey their story. The coaching was not an attempt to put words in the mouths of the testifiers, but instead it was intended to help them better connect their stories to climate change. The result was very effective as the stories were clear. Additionally, all of the stories were available online, which was useful to journalists and people who were unable to attend. The success of this event, especially with the film, will likely lead to more of these kinds of events in 2012.

Activity: Publications

Personnel Involved: Communications Department (HoC; Information Officer; Website Officer); ForumCC Coordinator; consultant

Description:

1. Information Brief: Climate Change Policy in Tanzania – is it needed?

A brief was developed to share the results and key findings of an analysis undertaken to evaluate climate change in national policies and development strategies in Tanzania. The brief outlines some key findings with regard to the climate change policy framework (or the lack thereof) and provides recommendations for moving forward in a strategic manner

Results: One thousand copies of the brief were distributed at the Climate Change Hearings as well as COP 17. Additionally, much of what the testifiers were saying, and the panelists' recommendations were reinforcing, was the need for climate change policies in Tanzania. The brief was distributed widely online and at COP 17.

2. Stories: Climate Change Hearings II: Have you Heard Us? and Visions of a World in a Changing Climate

Before the climate hearings took place, interviews from the testifiers were collected so that their stories could be recorded. On the day of the hearings, the testifiers stories were posted as an online booklet on the TNRF website. Additionally, TNRF was able to secure funding to print copies of a book, *Visions of a World in a Changing Climate*, which was developed by Resource Africa UK, with support from TNRF. The book shared climate change stories from communities in Africa, and it had a focus on Tanzania.

Results: Many journalists requested more information about the hearings and testifiers and they were appreciative of the online booklet. News stories about the hearings even directly quoted the stories published online. The *Visions* booklet was widely distributed and popular at the hearings and COP 17.

Lessons: TNRF's Communications aims to develop a range of communications tools that can be used to promote and bring attention to a particular issue. In this case, launching the brief and the stories at the time of the hearings made them much more effective and useful tools as their messages were relevant and timely.

Activity: Film and Radio

Personnel Involved: Communications Department (TNRF-Maajabu; HoC; Website Officer); partners (Resource Africa UK, UCRT); ForumCC Coordinator

Description: Two films and one radio program were produced on climate change issues in Tanzania. They were all broadcasted during COP 17.

1. *Climate Change Hearings*

TNRF requested support from Resource Africa UK to develop the film, *Climate Change Hearings II: have you heard us?* The purpose of the film was to help connect Tanzania to COP 17 by documenting the Climate Change Hearings and the testifier's stories, and share them on national television during the COP. Filming took place before the hearings at many of the testifiers' homes and during the hearings. Editing and production followed and the film was first aired on November 28th, ten days after the hearings took place and the first day of COP 17. A radio production in Swahili was also made in conjunction with the film.

Results: TNRF financed two showings of the *Climate Change Hearings* film on TBC national television. TNRF also financed two broadcastings of the radio program on TBC national radio and Radio Free International, an international broadcasting program. All of these broadcastings were done while COP 17 was taking place. The film had an overwhelming response, and has been aired continuously on TBC in December 2011 and January 2012.

2. *The World Has Malaria*

TNRF, UCRT and Resource Africa UK produced the film *The World Has Malaria* in June 2011. Working with community members in Terrat, Simanjiro, this film depicts the plight of the Maasai in relation to climate change. It explains the causes of climate change and aims to motivate local communities to take action and engage in the global discussion on the problem.

Results: The film was aired on national television twice during COP 17 and repeated many times throughout December, for a total of at least seven airings. TNRF, UCRT and Resource Africa UK also brought the film to ten pastoralist villages in Northern Tanzania in Longido, Monduli and Simanjiro Districts. After showing the film, TNRF-Maajabu field officer and a representative from UCRT led communities through a discussion on climate change, using the film as a starting point. These dialogues were captured on film and will be analyzed in 2012 in an effort to better understand what people's perception of climate change really is, as well as to learn what aspects of film resonate with such communities.

Lessons: The development and implementation of the Climate Change Hearings was a true milestone for TNRF communications because it was the first time all components of the department came together to have strong and resounding impact as whole. From film to website presence, media engagement to event coordination, the department was able to bring a lot of attention to climate change, using COP 17 to our advantage. This experience helps to enforce the idea of producing communications "packages" and not just "products" as a package is more wide-reaching and effective.

VI. The way forward: 2012

2011 has been a challenging and rewarding year. The implementation of the organisational structure approved in 2010 and recruitment of new staff has been time consuming. The development and incorporation of new finance systems and procedures has also taken time and expertise to achieve. Consolidating TNRF's position and role with the government of Tanzania and development partners at different levels has been an ongoing task. Working with current partners to develop new projects and proposals has been exciting and challenging, and looking outward to work with partners and colleagues across the country and the region has been interesting and challenging to TNRF.

Overall, it has also been rewarding, as new systems are beginning to produce information, new staff are filling their roles, partners are engaging and making use of TNRF's services and Government and development partners are starting to include TNRF in dialogue and processes. Partners have provided consistent support in developing new projects and concepts, and the input from the regional contacts has been inspirational to strengthening new approaches to the work of TNRF. As we move forward, it is apparent that the special niche for TNRF is to provide space and opportunity for dialogue and to provide expert communications opportunities, very much in line with TNRF's model for change.

In moving forward, the fundamentals for TNRF remain to encourage a culture of collaboration, provide information and knowledge so that people work together, help partners identify the address constraints and intrinsic problems with governance issues and provide the opportunity for dialogue so that common issues are identified and advocacy strategies are developed. And, TNRF must support all of this with appropriate research and targeted communications. These fundamentals will not change in 2012, and TNRF will continue to work with this approach in the three main thematic areas of Rangelands, Forests and Wildlife.

Rangelands

Engagement with rangelands will be strengthened through engagement in the Katiba Initiative, where 15 pastoralists and hunter gatherer organisations have come together to ensure that their livelihoods, lands and culture are protected and enhanced in the new National Constitution for Tanzania. TNRF will ensure that this work is also linked to other initiatives that link natural resources to the constitutional review process. The new project of assisting three dryland-area District Councils to develop a five-year proposal for a project that mainstreams climate change adaptation into planning processes started in December 2011, with the aim of having a fully budgeted five-year program ready to run in December 2012. New work will be started with CARE international, where TNRF will provide the communications and training support to the Pastoralist Program, implemented in four regions across Tanzania and funded by Irish Aid, and in the pipeline is a project in collaboration with universities in Canada to strengthen customary institutions in the rangelands.

More work will be done on the IIED study on the value chain of meat, especially communicating the results with the aim of showing the value of pastoralist production systems to the local and national economies. In line with the CBNRM approach to natural resources governance (linking the thematic areas), TNRF will be looking at CBNRM in rangelands. One opportunity is with the Maasai Steppe initiative that brings partners and

interest groups together to take a holistic approach to conservation and development in the Maasai Steppe area, mostly in Simanjiro and Kiteto Districts, as well as Manyara. Another possible area of work under discussion is engaging with local civil society and the local government authority on developing management plans for a community conservancy in Kiteto district.

2012 will also see the TNRF chairperson sitting on a high level Task Force convened by MLDF, to discuss and provide ideas for strengthening livestock development in Tanzania.

Forests:

One of the key areas of work in TNRF's forestry area, will be to get the Mama Mitsu Campaign up and running. This will require a lot of support initially until all the staff are recruited and working. The campaign, which addresses forest governance and illegal logging, will be launched in April 2012, and in year one will cover four districts, Kisarawe, Kibaha, Rufiji and Kilwa.

TNRF will continue to support the Tanzania Forest Working Group, and its engagement with a number of major initiatives, such as the Mama Mitsu Campaign (which is a product of the TFWG) and REDD. The TFWG will set its priority areas for work, and these will then set the focus for the work in 2012. TNRF also supports the Forest Governance Learning Group (FGLG), which is slowly coming together to be a space for learning about forest governance issues, such as REDD and the trade links between (illegal) timber and other countries, such as China and the middle east. FGLG will continue to recruit members and also set priority areas for the work.

REDD will continue to be an area for TNRF support in dialogue, with pressure continued to be exerted on government to listen to the lessons coming from the pilot projects. In 2012, with the CBNRM focus, work will be done to strengthen the various forest management arrangements, including REDD arrangements and Participatory Forest Management arrangements so that they are genuinely community based in terms of decision making and accrual of economic and other benefits. One project that will continue into 2012 is filming the process of setting up Engaraserosambu Forest in Loliondo, where local communities have set up a trust to manage the forest and work toward getting approved bylaws.

In 2012, the senior forest officer will continue to sit on two high level national task forces concerned with the governance of forests.

Wildlife

In 2012, TNRF will work toward strengthening or reforming the Wildlife Working Group, which has not met since June 2011. Membership needs to be identified or recruited and the WWG will identify areas of priority concern for engagement. Working toward this, there will be focus from TNRF on following up from the Community Wildlife Management roundtable held in November 2011, which made a range of recommendations for further implementation and set up a small committee to carry this forward. It is a priority for TNRF to follow up on this during the first half of 2012, and to develop a fully-fledged program of participation. Initial engagement will be through LKA!, with funds sought from elsewhere to carry forward the work if required. During 2012, TNRF will also be firming up the CBNRM concept in wildlife management, linking to on-going initiatives such as work by WWF, IUCN, AWF and the Maasai Steppe initiative.

Cross cutting:

CBNRM Forum. TNRF has been selected to be a focal point for Southern Africa Community Based Natural Resource Management (CBNRM) Forum (SACF). TNRF has already been involved in the SACF CBNRM stocktaking consolidation exercise and development of the SACF regional strategy. TNRF currently is in process of establishing a national CBNRM forum, which is expected to be operational by mid-2012. The objectives are:

- To mainstream CBNRM as a development agenda in national development goals
- To ensure that CBNRM address all natural resources sectors
- To facilitate knowledge exchange in Tanzania and through the SACF network.

In early 2012, TNRF will conduct a national CBNRM stock taking for Tanzania.

Climate change. In 2011 TNRF identified climate change as a cross cutting issue, and in 2012, in order to meet member and partner interest, TNRF will start working on an intervention called Communicating Climate Change (CCC) – this will initially be supported through LKA! and as it takes off more funding may be sought to expand it. In addition, TNRF will continue to engage with and provide communications support to ForumCC as it becomes an independent registered Tanzanian organisation in mid -2012.

Constitutional review. TNRF is involved in a number of constitutional review initiatives and it is within 2012 plans for TNRF to engage fully in the process. TNRF will work with Katiba initiative and other organizations dealing with similar initiatives to ensure that the current policy gaps in the natural resources are well addressed in the current constitution review

As a cross cutting issue, all the work with constitutional review, climate change and CBNRM will be integrated into other projects and interventions.

Emerging issues:

Land matters: Land is emerging as a major issue for all concerned with natural resource governance and the natural resources rights of rural communities. Because of demand from members and partners, TNRF is treating land in 2012 as an emerging issue, with an understanding that if there is interest, land might become a TNRF thematic area in the future. To start the discussion on a broader scale, in 2011, TNRF together with IIED and REPOA, conducted a scoping exercise to understand how best to initiate and sustain a dialogue on land and investment in the country. The results of the research will be fed into a validation workshop in March 2012, which is expected to propose the modalities of dialogue. Therefore during 2012, the three organizations will be organising for multi-stakeholder dialogue about land and investment and following up on the issues raised in a number of ways, including through research and communications. TNRF, REPOA and IIED will provide support at this initial stage, but a fully budgeted proposal will be submitted for funding in April 2012, following the workshop.

In the pipeline is a project to be submitted to EU for funding a multi country project that seeks to empower small-scale farmers and pastoralists to resist land grabs. If successful, this project will be coordinated in Tanzania by TNRF. However, as a first step to local level empowerment, following on from research conducted in 2011 in collaboration with IIED, the results of this study (on the relationship between investment laws and the laws governing natural resources) will be presented for peer review in March 2011. From this review, a strategy for how to use the information in various legal tools will be developed for use by partners if required.

To start to make visible the impacts of failed investments, in January 2012 TNRF-Maajabu will start working with a well known documentary film maker, to make a documentary film on the failed bio-fuels investment in Kilwa and the impact this has on local men and women's lives. This will be a major documentary film and is expected to have wide national and international coverage. The aim is to stimulate a discussion on the urgent need to improve the governance of investment in Tanzania; as the impact of a poor investment governance on people's lives as well as on natural resources is a major issue for attention.

Annex 1: Links to publications and films

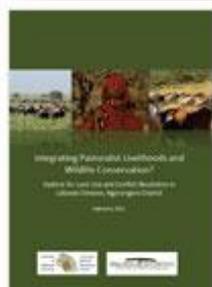
Rangelands



Resolving the Land Use Conflict in Loliondo

For years there has been conflict in Loliondo surrounding land and natural resource uses. The conflict is complex, with many stakeholders involved, but the root of the problem is clear—land and poor governance. What it will take to bring peace to the area is still up for debate. This brief and report outlines key findings and policy recommendations that are essential to a fair, just and equitable resolution.

Info Brief ([English version](#) or [Swahili version](#))



Integrating Pastoralist Livelihoods and Wildlife Conservation? *Options for Land Use and Conflict Resolution in Loliondo Division, Ngorongoro District*

An economic summary of the different land uses provides a better understanding of the potential revenue that could be generated in Loliondo. This summary informs the final section of the report, which evaluates the land tenure and land use options and the various implications associated with each.

Download entire report [here](#)



People Have Spoken: Voices from Loliondo

This film provides a platform for community members in Loliondo to voice their opinions about land use issues and to be heard.

Watch it [here](#) (Running time: 25 minutes, short version 7 minutes)



Lessons on improving livelihood security of and reducing vulnerability in pastoralist communities: *CARE International Tanzania Pastoralists' Basket Fund Program 2007 – 2011*

CARE's Pastoralist Basket Fund Programme seeks to improve the capacity of pastoral communities by working through Civil Society Organizations that focus on equipping pastoralist with knowledge and skills so that they can demand the required services. The focus of this brief is to assess best practices, lessons learned and future opportunities for pastoral communities in Tanzania.

Download the PDF [here](#)



Community Forum: Traditional Leadership Engagement in Natural Resource Governance

TNRF and UCRT, with funding from the Ford Foundation, teamed up to develop the *Community Forums* initiative, which seeks to build on and strengthen well-established customary leadership forums so they can be more involved in community development and governing issues. Gaining back traditional land from the government, banning locally brewed alcohol, empowering women and mitigating conflicts over water resources, are just some of the issues that Community Forums addressed. This film highlights the work, successes and challenges of

Running time: 13 minutes, short version 5.5 minutes

Wildlife

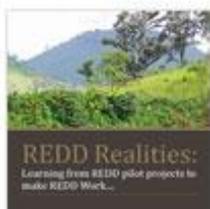


From promise to Performance: Wildlife Management Areas in Northern Tanzania

TNRF, UCRT and Maliasili Initiatives have published, *From Promise to Performance?: Wildlife Management Areas in Northern Tanzania*. The summary provides an overview of findings of two studies recently carried out by TNRF on the current status and performance of three WMAs in northern Tanzania, in Arusha and Manyara regions.

Download the PDF [here](#).

Forestry



REDD Realities: Learning from REDD Pilot Projects to Make REDD Work

TNRF, in collaboration with all 9 REDD pilot projects in Tanzania, has just published a lessons learned report, "REDD Realities: Learning from REDD Pilot Projects to Make REDD Work." With the aim of furthering learning and action on equitable and effective REDD, this publication highlights some key messages and lessons learned from the pilot projects in Tanzania.

Download the brief [here](#).



Mainstreaming Gender and REDD in Tanzania

REDD will often have gender-differentiated impacts. Women are generally more vulnerable to adverse impacts and loss of benefits. TNRF in collaboration with the Tanzania Forest Conservation Group (TFCG) and the Tanzania Community Forest Network (MJUMITA) have published a new report and information briefing on gender and REDD in Tanzania. The briefing and report include information and strategies to support REDD participants in understanding and realizing gender equity and women's empowerment in Tanzania.

Download the report [here](#)

Download the information briefing [here](#)



Lessons on accountability in forest governance: The Mama Mitsu Campaign against illegal logging in Tanzania

-TNRF and Overseas Development Institute

This Project Briefing examines the experience and lessons of the MMC, drawing on findings from a research project undertaken in 2010 jointly by the Overseas Development Institute (ODI) and the TNRF.

Download the report [here](#)

Climate Change



Climate Change Policy in Tanzania: Is it Needed?

TNRF and ForumCC just published a new information brief, "Climate Change Policy in Tanzania – Is It Needed?" The brief explores the current climate change policies and strategies in Tanzania (or the lack thereof). Specifically, it looks at the impact that climate change is and will continue to have on development efforts in Tanzania, and it offers recommendations to ensure that development efforts are not undermined by climate change.

Download the brief [here](#).



Climate Change Hearings II: Have you heard us?

Listen to what Tanzanians from around the country are saying about climate change. This ten minute film captures the stories and testimonies of Tanzanian citizens talking about how climate change is impacting their day to day lives. A panel of experts – NGO and government

representatives – provide recommendations and responses to the testimonies.

Watch it [here](#) (English version:10 minutes)



The World has Malaria

Working with community members in Simanjiro, Tanzania, TNRF, UCRT and Resource Africa UK teamed up to produce a film about climate change in Tanzania. By using interviews, drama scenes and animation the film showcases climate change experiences by communities in northern Tanzania, aims to explain the causes of climate change, and presents some adaptation options and future strategies.

Watch it [here](#) (Running time: 20 minutes, short version 6 minutes)



Strengthening Voices

The International Institute for Environment and Development (IIED), Kimmage DSC, and TNRF published the booklet, 'Strengthening Voices.' The booklet and accompanying DVD provide an in-depth overview of how pastoralist communities and local government are shaping strategies for adaptive environmental management and poverty reduction in Tanzania's drylands.

Download the PDF [here](#)

Annex 2: Proposed organisational structure TNRF

