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Letter from the Chairman

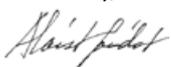
Although many of the environmental challenges we face today are similar to those we've been facing for many years, we're starting to re-think the approaches necessary for tackling them. I like to think of it as moving outside the box – switching our way of thinking to a more innovative approach that allows us to flexibly and strategically work in the current economic and political context in Tanzania and globally today.

Community based natural resource management and environmental conservation will always remain core values for TNRF. However, today, TNRF feels that to adequately support the communities relying on natural resources and their surrounding environment, we must look upwards and outwards and seek change at a much larger scale. Therefore, TNRF is broadening our scope, addressing pressing emerging issues and engaging in new activities that are quite different from when we began years ago. TNRF is developing strong and useful friendships across borders and making a name for itself globally. Communications is becoming core to the work we do, so that we can raise awareness, share information and build a strong knowledge base to enable effective and informed advocacy efforts. Raising awareness is also being done with an increased investment in capacity building and training at local, regional and national levels. We're building new relationships with research institutions, which has opened the door to new research initiatives and action research based programs. TNRF is working more closely with government, engaging with Members of Parliament, building district-level relationships and carrying out ongoing discussions with Ministries and the Vice President's Office.

This new approach has also helped us reshape our thinking as to what some of the major natural resource challenges are and will continue to be. Therefore, we're exploring issues surrounding land and investment, governance, accountability and increasingly we're seeing climate change as the ultimate cross-cutting challenge and issue within the work we do.

In 2011 I saw the organization move from laying the groundwork for these changes, to actually beginning to implement them. It was a challenging yet exciting year for TNRF. The organization had to deal less with its growing pains, and more with the new and increased external pressures and demands being placed on it, as its reputation with this out-of-the-box way of thinking has quickly gained attention. Of course, it will take time to gain full support for this approach and these changes; however, as results transpire and policies and practices begin to change for the better, I am confident this new direction will be widely embraced.

Sincerely,



Alais Morindat, Chairman of the Board, TNRF



Letter from the Coordinator

Last year I announced that it was official – TNRF was growing fast. Well, the same goes for 2011, but perhaps with a few less obstacles and a bit more momentum. We hired six new employees, released more than 20 publications, represented civil society in the Ministry of Natural Resources and Tourism’s sector review, produced a film that was viewed more than 11,000 times online, developed core values and competencies for TNRF and revamped our financial systems...and that just touches on some of the highlights. The following gives you a taste of 2011, just a few of many accomplishments:

- **Strengthening Voices** – Just ten days prior to COP 17, TNRF and ForumCC hosted Climate Change Hearings II: Have you Heard Us? The event brought ten Tanzanian citizens from around the country together – from Kigoma and Pemba, to Arusha and Shinyanga— to “testify” in front of a panel of experts about the impacts that climate change is having on their day-to-day lives. While the international negotiations took place, footage from the event was shown on national television and online, it was broadcasted nationally and regionally on the radio and more than seven newspaper articles made direct references to the hearings and testimonies, including an editorial in The Citizen. The ten testimonies were certainly heard.
- **Going Global** – TNRF attended conferences, workshops and learning events around the world—from Nepal to Namibia, South Africa to England, and Mozambique to Uganda. The result has been a stronger, diverse network, a wealth of regional and global learning and an opportunity to share information at a much broader scale.
- **Collaboration** – After holding a series of learning events with the Tanzanian REDD pilot projects in 2011, TNRF, in collaboration with all nine projects, published, REDD Realities: Learning from REDD Pilot Projects to Make REDD Work. This was showcased at the climate change negotiations in Durban, South Africa. It was also shared at a TNRF, IIED and WWF-CEA co-hosted event, “Tanzania and Mozambique REDD Dialogue,” which brought together key stakeholders from both countries to begin information sharing and a dialogue on REDD across borders.
- **Being heard** - TNRF-Maajabu films produced a short film, People have Spoken: Voices from Loliondo, which captured Loliondo citizens’ opinions about the ongoing land use conflict in Loliondo. By the end of this year, the film was viewed more than 11,000 times and aired on national television twice. And, the people who spoke, have remained on the land they were protecting.
- **Learning** –TNRF, working our members, hosted an event to further the discussion in November, “Wildlife for Communities in Tanzania: Taking stock of governance of wildlife by communities.” The Roundtable brought together key stakeholders, including technical experts from communities, research bodies, the private sector, civil society, government and development partners. After two days of lively discussions, the participants agreed that a CWM working group could carry on discussions and find positive ways to engage and improve community wildlife management.
- **Enabling Advocacy** – When civil society learned of a non-participatory Government-developed Land Use Plan for Loliondo, TNRF, along with more than ten members, organized a workshop to share information about general land use planning processes, the history of the Loliondo land-use conflict and to develop a strategy for moving forward. Following the workshop, Ngorongoro District Council Chairman stated, “This plan conflicts with the laws of our country...what grounds do these technocrats have to plan for us and, worse still, plan for vacating us from the area?” Shortly after, Loliondo District Councillors publically rejected the government land use plan, calling for a participatory plan instead.
- **Developing New Partnerships** – TNRF was asked to serve as the Tanzanian hosting institution for Southern Africa Community Based Natural Resource Management (CBNRM) Forum. The forum is an umbrella organization that provides a “platform” or “space” to discuss various issues, to draw lessons and mobilize resources needed for addressing CBNRM aspects regionally.
- **Research** – TNRF with members carried out research on issues ranging from land and investment to community wildlife management, climate change policy and even gender and participatory forest management in Tanzania. It is hoped that this research can help better inform policies and raise awareness more generally about natural resource issues in Tanzania.

In 2012, we will work with our members to build on this work, continuing to seek changes in natural resource policy and practice for the better.

Sincerely,



Carol Sorensen



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. TNRF also provides support to special projects and initiatives that respond to member's interests. TNRF strengthens dialogue through 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.

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

Learn, Know, Act! – Our Core Program for Broader Impact

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. TNRF's **'Learn, know, act!' (LKA!)** is a communications and advocacy initiative that links learning to the transformation of natural resource governance in Tanzania through helping build citizen voice, demand and action. The LKA! initiative aims to bring about citizen-driven changes in policy and practice for achieving more effective, efficient and equitable sustainable natural resources management.

LKA! seeks to empower communities and change policy and practice for the better.



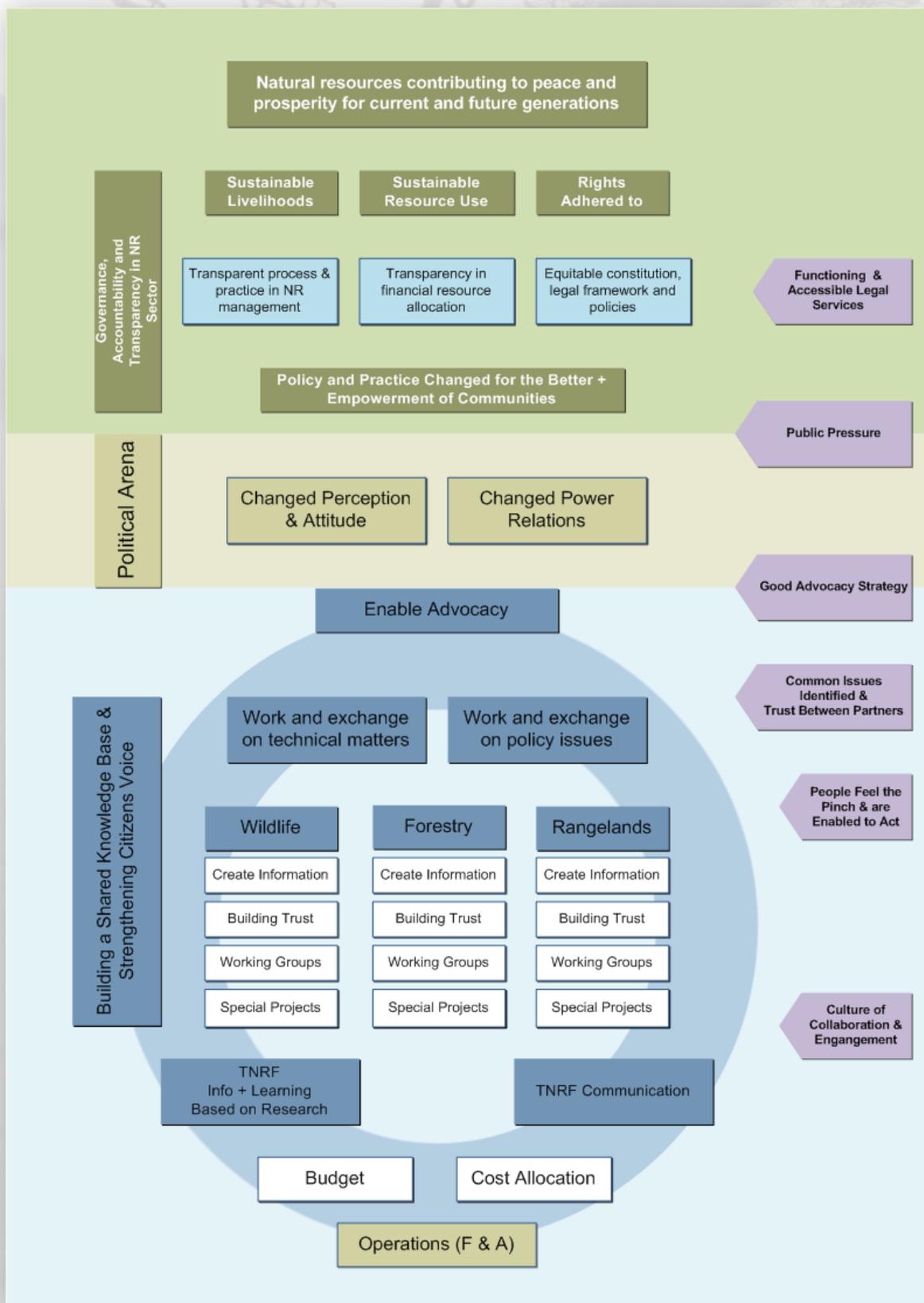
II. Changing Policy and Practice for the Better

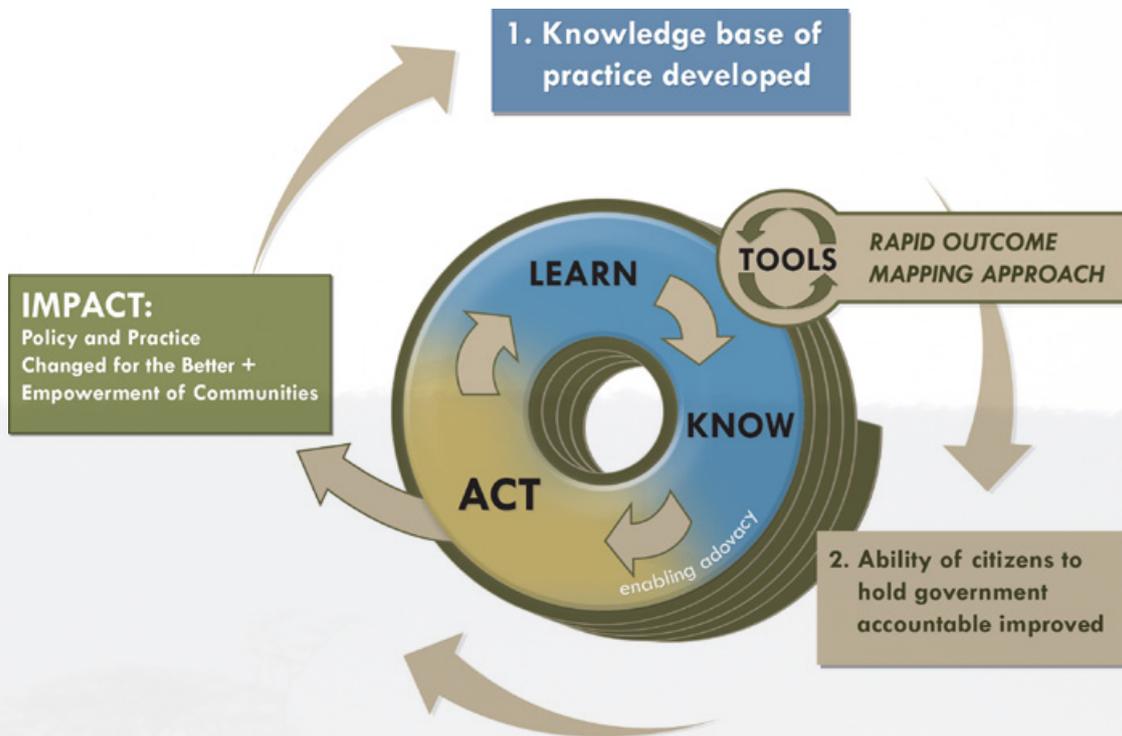
To achieve the goal of changing policy and practice in the natural resource sector for the better, TNRF's strategy is to build citizens' voice and skills for improved natural resource governance. TNRF has two desired outcomes:

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 colors 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 color blue borders the colour khaki in both illustrations. This border is where TNRF “enables advocacy,” meaning it has provided the tools and resources for stakeholders and boundary partners to 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” that 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 greater 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.

III. A Year in Review...

Information: A knowledge base of practice developed

Building Evidence for Advocacy

Building evidence for advocacy requires information sharing, increased dialogue and a lot of learning. In 2011, TNRF and its partners engaged in a number of applied research studies on natural resource management. TNRF also brought together experts and stakeholders to discuss and debate critical issues relevant to the natural resource sector. Finally, TNRF focused on creating, strengthening and implementing communications channels to foster increased information sharing for advocacy.

Research included an extensive study to scope the interest for a multi-stakeholder dialogue on investment and land in Tanzania; a review on mainstreaming gender and REDD (Reducing Emissions from Deforestation and Degradation); field research on a failed biofuels investment in Tanzania; and two studies on the efficacy of wildlife management areas in Northern Tanzania. All research is intended to feed into a larger dialogue on these issues. For example, the land and investment scoping study will serve as the foundation for further discussions with key stakeholders in 2012, and the gender and REDD research was turned into a published report and information brief that were widely circulated nationally and internationally and even quoted by the government.

Members of the Wildlife Working Group joined experts from four countries across East and Southern Africa along with Tanzanian practitioners, government officials, development partners, representatives from the private sector and community members from three districts to discuss community wildlife management (CWM) in Tanzania. The purpose was to build a shared knowledge base by gathering experiences and lessons and developing informed ways forward for improving CWM in Tanzania and the region. Participants debated 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 presentations, 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. This result came from the recognition 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 country as a whole.



Research in 2011 included an extensive study to scope the interest for a multi-stakeholder dialogue on investment and land in Tanzania; a review on mainstreaming gender and REDD (Reducing Emissions from Deforestation and Degradation); field research on a failed biofuels investment in Tanzania; and two studies on the efficacy of wildlife management areas in Northern Tanzania.

A repository of information...

In 2011, TNRF employed an Information Officer, tasked with collecting, collating and managing information focused on governance and natural resource management in Tanzania. This has helped TNRF improve its ability to build a repository of information, such as news on natural resource governance issues, relevant publications and reports and lessons to inform advocacy and programmatic development. But, gathering information and evidence to enable advocacy will only be effective if there is an accessible means for information sharing and dissemination. Therefore, TNRF put a strong focus on developing and implementing strategies to make such information accessible.

Building up this shared knowledge base 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 needs of members and others that use TNRF to acquire information and provide a more interactive communications interface.





Seeing Change – inclusive and dynamic dialogue based on information, learning and varying perspectives:



Members of the Wildlife Working Group identified a need to better understand community wildlife management issues in Tanzania, especially a need to make them work for communities. Following on from field research conducted by TNRF and Maliasili Initiatives on WMAs, in November TNRF hosted, “Wildlife for Communities in Tanzania: Taking stock of governance of wildlife by communities.” After two days of information sharing and dynamic discussions, the diverse group of stakeholders identified strategies for moving forward. The main outputs of the roundtable included:

- a collation of recent CWM and CBNRM research in Tanzania and regionally;
- dissemination of experiences (successes, challenges) on CWM in Tanzania and regionally to meeting participants;
- identification of relevant challenges and opportunities to improve CWM; and
- an agreed way forward for collaborative CWM initiatives among participating stakeholders.

In an effort to synthesize information across the natural resource sector, TNRF drew together feedback and input from more than ten experts and practitioners to debate the state of natural resources and its governance in Tanzania. The outcome was the development of an article for distribution in 2012 in SWARA, a magazine produced by one of TNRF’s partners, the East African Wildlife Society (EAWLS).



Numbers don't lie...

It's clear that TNRF is an important source of natural resource information in Tanzania.

35,000 – documents downloaded from the TNRF website in 2011

120,000 – pages viewed on the TNRF website

196 – sent to more than 300 members and partners, TNRF'S weekly e-newsletters are filled with information on wildlife, forests, rangelands and climate change

Better understanding of the context for change

In 2011, TNRF and its partners continued to learn more about external influences, political contexts, policy processes and key institutions that form important elements towards addressing natural resources governance for both local, in-country resources and cross-boarder resources. For example, at 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 linking national advocacy efforts in the eight participating countries, in order to support CBNRM across the whole region. It identified key governance mechanisms and institutions for connecting national advocacy efforts in the eight participating countries to better support CBNRM across the whole region. TNRF also worked with IIED and World Wide Fund – Coastal East Africa Initiative (WWF-CEAI) to identify avenues for engagement with key government institutions from Tanzania's and Mozambique's forestry sector. The purpose is to explore challenges and areas where the two countries can collaborate to strengthen forestry, especially in addressing issues of equity in REDD.

TZ-Moz REDD Dialogue: REDD Crossing Borders Durban, South Africa – November 29, 2011

"More than thirty representatives from Tanzania and Mozambique gathered over breakfast to begin a dialogue and exchange on REDD. The event, hosted by TNRF, IIED and WWF-CEA, was the start of what is hoped will be an ongoing cross-border REDD relationship.

Both governments provided overviews of their experiences with the REDD readiness process, with Paula Panguene, National Director of the Ministry of Coordination of Environmental Affairs (MICOA) speaking about Mozambique, and Dr. Felician Kilahama, Director of Forestry and Beekeeping Division, sharing experiences from Tanzania. Two representatives from civil society gave updates on REDD developments from their perspectives.

Although Tanzania has a two-year lead in REDD development, having started the process back in 2008, 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 ripe for 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."

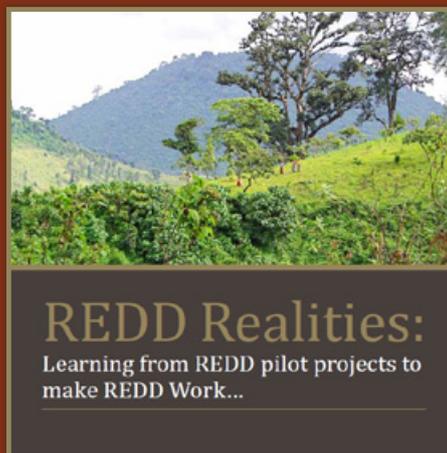
-Adapted from TNRF's blog, "Tracking Tanzania at COP 17"





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.

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



This booklet gained attention in Ecosystem Marketplace's Market Insights: PES in Africa

“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.”

[pg. 13; “Creating New Values for African: Emerging Ecosystems Services Markets”; 2011]



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

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 and REPOA, 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.

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 developing 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, which was developed in 2011, will form part of the overall learning and advocacy framework for TNRF.

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

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 effectively spreading messages to many audiences. 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, with an increasing amount of participation and dialogue. 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, sitting on a panel of experts at 'Climate Hearings II' 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 Dar es salaam. In September, 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.

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Progress is seen in Government attitude toward civil society, with an increasing amount of participation and dialogue.



TNRF Events

MP Benedict Ole Nangoro, Deputy Minister for Livestock & Fisheries, speaking with journalists at the conference on Climate Change & Sustainable Resource Management in Tanzanian Dry lands.

“We must educate people and find ways to build their capacity so that they can understand that climate change is continuing and irreversible”



-Dr.Ningu, Director of Environment, Vice President's Office, speaking at Climate Change Hearings II

TNRF's weekly e-newsletters provides news and updates to more than 300 people nationally and internationally on forestry, rangelands, wildlife and climate change issues. These have been an effective and popular tool for information sharing; however, the audience receiving this information tends to be those already engaged with and interested in the issues. Therefore, it's important to identify other 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 II and ForumCC's engagement with the Caravan of Hope. 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.

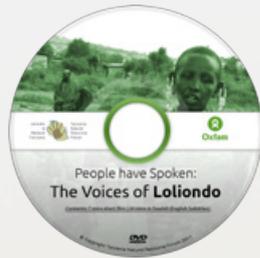
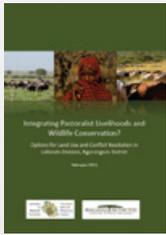
Strengthened Citizen's Voice and Engagement

Through film, media and meetings, TNRF provided an opportunity for rural people to exchange information and 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 U,s both provided a platform for citizens from rural communities across Tanzania to share their opinions and make policy recommendations about issues related to natural resources. Both films tell 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, was viewed more than 10,500 online and created a flurry of media attention, with more than sixteen articles in early 2011, making the Loliondo a national issue that was debated widely. This national attention is said to have led to the then Minister of Natural Resources and Tourism to losing the vote in her constituency in Dar es Salaam. 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.

Community Voices – National Dialogue

Taking advantage of TNRF's communications channels (e.g. film, radio, media links and publications), men and women from Loliondo were able to have their voices heard, ensuring 20,000 people have not been evicted from their land adjoining Serengeti National Park.



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, which was aired on national television, radio and was covered widely in newspapers. This allowed these citizens to share their experiences and have their voices reach many millions of people across Tanzania.



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. 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 the film 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 re-gain control of their community's land. 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 and a summary were 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 more than 550 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.

Ensuring Voices and Opinions are Shared and Heard

TNRF helped to facilitate civil society feedback on the following:

- **Nine REDD Pilot Projects provided joint feedback on the National REDD Strategy** – TNRF compiled the feedback, submitted it to the National REDD Task Force, distributed it widely to the general public and even made a short presentation on the feedback to members of the National REDD Task Force
- **Civil Society Statement for Durban** – TNRF helped facilitate the REDD pilot projects to develop a joint statement for COP 17 in Durban. TNRF then helped to share the message to decision makers as well as to the international community at the UNFCCC COP 17.
- **Civil Society feedback on the draft national forestry policy** – In July, TNRF facilitated the process of compiling civil society feedback on the draft national forestry policy. TNRF compiled all feedback and submitted a statement to the Ministry of Natural Resources and Tourism
- **Civil Society input in MNRT's Sector Review** - For the first time ever, civil society was invited to participate in the sector review process of the Ministry of Natural Resources and Tourism. TNRF was requested to facilitate civil society feedback more generally, and therefore, TNRF compiled and submitted joint feedback on the sector review.

2.3 Improved Communication Channels for Policy Dialogue

In 2011, TNRF Senior Forest Officer was invited to serve on two national level committees. The Minister of Natural Resources and Tourism requested the Officer sit on a 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 versus 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.

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.

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 lishe* vendors. It looks at the amounts generated by these different actors and in so doing contributing to the economy while supporting their 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.

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.

Operational Support: Building a Strong Organization from Within

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, 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.

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.

Building Capacity Within TNRF...

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 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.

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 new and increasing demands. 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.

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 the 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. 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.



IV. Financial Matters

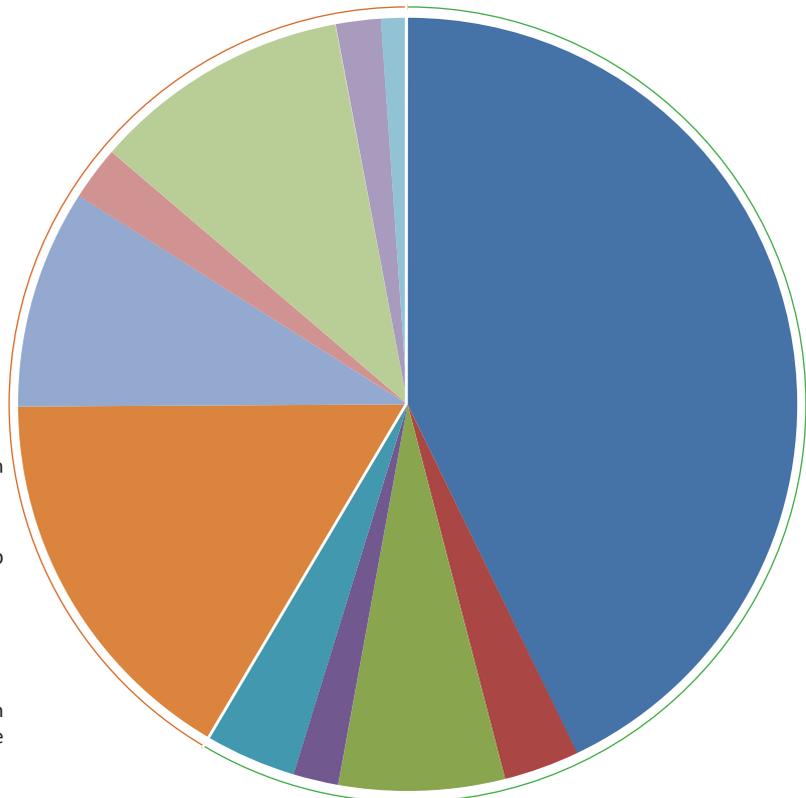
REVENUES

Unrestricted / LKA 58.5%

- 42.8% ■ Accountability in Tanzania (AcT)
- 3.1% ■ Norwegian Peoples Aid (NPA)
- 6.9% ■ Foundation for Civil Society
- 1.9% ■ IIED
- 3.7% ■ Expense Reimbursements/Other

Restricted 41.5%

- 16.4% ■ DFID - Forum CC
- 9.1% ■ Belgian Survival Fund (BSF) through TRIAS
- 2.3% ■ Forest Governance Learning Group (FGLG)
- 10.7% ■ DFID - Climate Change Adaptation
- 1.9% ■ Food and Agriculture Organisation (FAO) through East Africa Wildlife Society (EAWLS) - Kenya
- 1.1% ■ Others



Total Revenue: 1,818 million Tshs

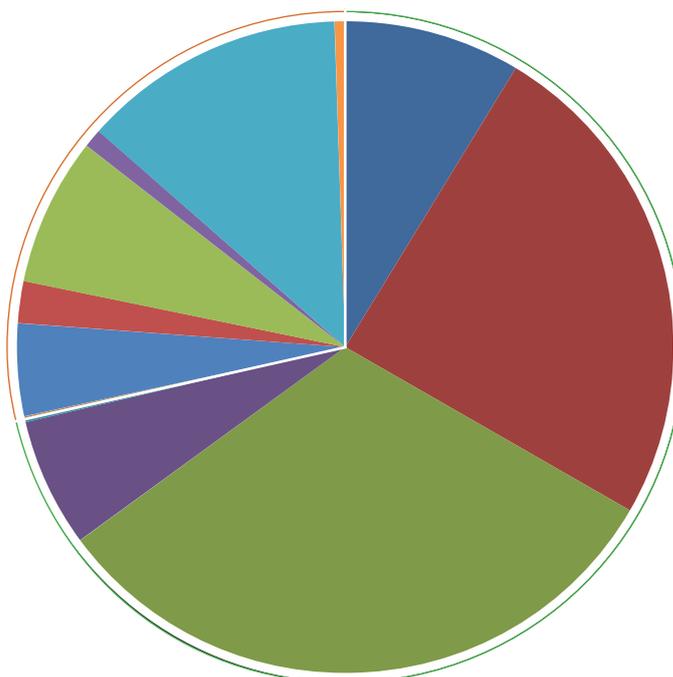
EXPENSES

Unrestricted / LKA 71.3%

- 8.7% ■ Learning and Information (LKA! 1.0)
- 24.7% ■ Citizens ability to hold Government responsible (LKA! 2.0)
- 31.6% ■ Operational management and development (LKA! 3.0)
- 6.4% ■ Organisational development (LKA! 4.0)

Restricted 28.7%

- 0.2% ■ Community Forums
- 0.1% ■ Pastoralist Livelihood Task Force (PLTF) through CARE
- 4.6% ■ Forest Governance Learning Group (FGLG)
- 2.1% ■ Illegal Timber Trade
- 7.3% ■ TRIAS pastoralists project
- 0.9% ■ Tanzania Forest Conservation Group (TFCG) / REDD
- 13% ■ Forum Climate Change
- 0.5% ■ Other



Total Expenditure: 1,742 million Tshs

Overview of Financial results for 2011

As may be seen from the 2011 audited financial statements, 2011 saw improved financial flows at TNRF. The main reasons are as follows:

- **Increased revenues:** TNRF saw increased funds from donors and other revenue in 2011 at Tsh 1,818 million. This was an increase of Tsh 548 million (52%) from 2010 (Tsh 1,063 million). This was mainly due to the LKA! programme, which increased by Tsh 475 million, compared to the previous year. Restricted fund revenues remained relatively flat at Tsh 755million (a slight increase from Tsh 730 million in 2010).
- **Increased expenses:** Expenses increased in line with the increased revenues at Tsh 1,742 million, compared to Tsh 1,032 million in the previous year- an increase of Tsh 710 million (60%). Whilst expenditure on the restricted fund projects of Tsh 500 million reduced by 17%, there was a significant increase (almost triple) in spending on LKA!. Expenditure on LKA! in 2010 was Tsh 427 million and increased to Tsh 1,242 in 2011. This increase was the result of new human resources, more specifically in filling positions in the Executive Management Team and other senior positions, as well as the consequent increase in human resource costs and project activities, as described elsewhere in this report.
- **Deferred revenue decrease:** The net deferred revenue carried forward figure at the end of the year was Tsh 76 million, a decrease of Tsh 240 million. This represented a higher proportion of spend on the funds received in 2011 compared to 2010.
- **Total assets increase:** At the year end, total assets were at Tsh 503 million, which is an increase of Tsh 116 million compared to 2010.

The most significant financial transaction during the year continued to be the funds received from the first phase of UKAID's DFID grant agreement under their Accountability in Tanzania (Act) initiative. This agreement expires in April 2012 and at the time of writing this report, negotiations were at an advanced stage.

Key future financial challenges

Under the new strategic plan of TNRF, one of the key challenges will be to find additional strategic partners to fund LKA! to enable this exciting program to become financially independent, viable and sustainable.

Improvements in financial reporting, accountability and governance

The improvements in financial reporting, accountability and governance discussed last year (e.g. revised organization structure; improvements to management information system; review of human resources and finance policies; and appointment of new professional advisers) were all implemented in 2011. The risk and compliance review will be undertaken during 2012.

The anticipated expansion of TNRF activities in the next few years means that the Executive Management Team and the Steering Committee will need to further refine TNRF's financial systems and controls, as well as improve its financial reporting standards. However, with a strong finance team now in place, TNRF is confident that it will be up to this challenge.



V. Looking Ahead at 2012:

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, stakeholder engagement 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.

TNRF will also begin looking into new and important areas of engagement, as well as strengthening work that is cross cutting. For example, TNRF will serve as the Tanzanian focal point for the Southern Africa Community Based Natural Resource Management Forum, and will conduct a national CBNRM stock –taking exercise for Tanzania that will review forestry, fisheries and wildlife. Climate change will be integrated into all projects and interventions, and TNRF will work with partners and members on ways to engage with constitutional review initiatives. At the same time, TNRF will work with partners to explore emerging issues. Land is emerging as a major issue for all concerned with natural resource governance and the natural resource rights of rural communities. In 2012, TNRF will build on the work carried out with REPOA and IIED on research related to land and investment, in hopes to develop a platform for a multi-stakeholder dialogue.

As TNRF explores new areas externally, it will also have to strengthen and develop internally. The strategic plan will be reviewed and amended, a research strategy for the organization will be developed with assistance and expertise from IIED and a new membership structure will be fully implemented. Finally, TNRF hopes to appoint a new Executive Director in 2012 who will help the organization continue to move forward in a strategic and effective way.



