

**Annual General Meeting 2007 - Minutes  
13.30 – 16.00 hrs, 10<sup>th</sup> October 2008**

**Presence of the Steering Committee:**

Mr. Alais Morindat – Chairperson  
Mr. Clive Jones – Deputy Chairperson  
Dr. Andrew Williams  
Mr. Damian Bell  
Mr. Keith Roberts  
Dr. Jane Mary Ntalwila  
Mr. Charles Meshack  
Mr. Jackson Muro

**Absent with Apology:**

Dr. George Jambiya  
Mr. Moses Ole Neselle  
Dr. Charles Foley  
Mr. Edward Loure  
Dr. Katherine Snyder  
Mr. Edward Porokwa  
Mrs. Sally Capper

**Presence of the Secretariat:**

Ms. Caroline Chumo  
Mrs. Nai Elibariki  
Mrs. Nangena Mtango  
Mrs. Sandra Thobias  
Mr. Cassian Sianga  
Mr. Enock Chengullah  
Mr. Daniel Ouma  
Mr. Makko Sinandei  
Mr. Lodrick Mika  
Dr. Andrew Williams

**Presence of other Assistance:**

Translator 1 - Bernice  
Translator 2 - Marc  
Assistant 1 - Hellen  
Maajabu Assistant Erika  
Maajabu Assistant Evelyine  
Mr. G. Makanza, Facilitator

# Agenda

**1. Call to order**

*1.1 Welcome and Introduction of the Steering Committee and Secretariat*

**2. Adoption of 2006 AGM Minutes and 2007 AGM Agenda**

*2.1 Adoption of the Minutes of the 2006 AGM Matters Arising*

*2.2 Adoption of the Agenda for the 2007 AGM*

**3. Annual Report 2007**

*3.1 Chairman't Report*

*3.2 Tresurer's Report*

*3.3 Appointment of the TNRF Auditor for 2008*

**4. Constitutional Amendments**

*4.1 Presentation of the Constitutional Changes*

*4.2 Steering Committee Nominations and Elections*

*4.3 Steering Committee Elections*

**5. TNRF Strategy**

*4.4 Presentation of draft new TNRF Strategy*

*4.5 Questions and Answers*

**6. AOB – Issues raised by Members for debate**

*6.1 Wildlife Bill 2008*

*6.2 Non Consumptive Wildlife Use Regulations*

*6.3 Matters Arising*

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## **1. Call to order**

### **1.1 Welcome and Introduction of the Steering Committee and Secretariat**

The Steering Committee was introduced and also the Members of the Secretariat were announced.

The Chairman of the Steering Committee welcomes all Participants to this Annual General Meeting. He is also explaining the Language System and that during the whole Meeting we will use both Languages (English and Kiswahili) to comfort everyone. There will be Translators who will translate the spoken Language into the second Language in writing and projecting on the screen.

The Chairperson further attached the expression that it was also very important that the Members got the Feeling that they are contributing a lot and we really care for their feed back and opinions, ideas and suggestions.

He than addressed the Participants and ask them to feel free anybody wants to raise their voice. Members and even non Members should share one or two points only to ensure that many members are able to speak and to assist in the live translation process. He was also explaining on how to use the Microphone and the importance of using the Microphone etc.

## **2. Adoption of 2006 AGM Minutes and 2007 AGM Agenda**

### **2.1 Adoption of the Minutes of the 2006 AGM – Matters Arising**

The Minutes from the last AGM were presented by the Coordinator and were adopted without changes or comments from the plenary.

### **2.2 Adoption of the Agenda for the 2007 AGM (Attachment 1)**

The Agenda was adopted by the General Assembly with no Matters arising.

## **3. Annual Report 2007**

### **3.1 Chairman's Report (Attachment 2)**

The Chairman welcomed the audience to the Annual General Meeting and was very happy to see such a good number of Participants. He acknowledged various Representatives of different NGO's and Partners. He warmly welcomed them all to the AGM and let them feel that they play a key role and are very important to this event.

The Chairman had a short speech and was reporting about TNRF's major achievements and new partnerships and additional Sponsors for future projects. This year a Pastoralists & Livelihoods Task Force was formed and in the meantime the Task Force has 16 Members/Partners addressing Livelihood issues and establishing solutions jointly. TNRF has developed a foundation for future progress and has shown the importance of preserving environment, especially in Northern Tanzania. The Task Force itself hat to struggle with ownership issues and equal participation of each Task Force Members.

We also had a few challenges like need of Partnership and other Stakeholders to enhance the importance of Natural Resources.

One of the common issues is financial support for further Projects and ideas. He also enhanced the importance of a donor for such engagements and is really grateful for strengthening TNRF financially as a backbone.

He also emphasises that TNRF has also set high expectations for the future in developing Capacity Building and Advocacy.

The Chairman is expressing his appreciation to the other Steering Committee Members for their support and the effort to meet TNRF's Goals.

He also thanked the Secretariat who was involved in all the preparations to make this AGM a success. There was a lot of work behind and he appreciate the long working hours and joint effort. There is still a long way ahead of us, but with the speed, engagement, commitment and also the motivation of TNRF's people and Members, we will get there.

### **3.2 Treasurer's Report (Attachment 3)**

The Vice Chairman, Clive Jones, reported on TNRF's Finances for 2007, see his report attached.

The Reports was accepted and therefor adopted by the Plenary without any comments.

### **3.3 Appointment of the TNRF Auditor for 2008**

VA Business was nominated by the General Assembly to be the Auditor for the Calendar Year 2008.

## **4. Constitutional Ammendments**

### **4.1 Presentation of the Constitutional Changes**

The Coordinator presented seven ammendments to be incorporated/changed in the current Constitution as follows:

1. CREATING THE NEED FOR NEW MEMBERSHIP REGULATIONS  
(COMMENTS: this will help streamline TNRF membership issues, keeping membership open to everyone but also creating a new category of 'partner' for organisations and individuals actively involved in working groups when the new membership regulations are developed)
2. CREATING THE POSITION OF EXECUTIVE DIRECTOR (recruited by the Steering Committee)  
(COMMENTS: this position is to replace the current Coordinator position, in preparation for recruiting a new Executive Director for TNRF to replace the current Coordinator)
3. REGULATING THE PERIOD OF TIME A STEERING COMMITTEE MEMBER CAN HOLD OFFICE TO TWO CONSECUTIVE ELECTED TERMS OF THREE YEARS ONLY

(COMMENTS: this is to ensure that there is sufficient turnover of membership on the Steering Committee, without adversely impacting on institutional memory. Once a Steering Committee member has stood down from two elected terms of office, they can re-stand for election the following year if they wish)

4. SYNCHRONISING THE PERIOD OF OFFICE THAT THE STEERING COMMITTEE CHAIRPERSON, VICE-CHAIRPERSON AND TREASURER CAN HOLD TO THREE YEARS EACH - BEFORE RE-ELECTION.
5. STIPULATING THE FREQUENCY OF ATTENDANCE OF STEERING COMMITTEE MEMBERS TO STEERING COMMITTEE MEETINGS AT A MINIMUM OF FIFTY PERCENT  
(COMMENTS: to ensure that Steering Committee members follow-through with their duties and obligations as Steering Committee members - failure to do so will result in forfeiture of their position. TNRF needs committed and engaged members to participate on the Steering Committee to lead with distinction and to help TNRF members meet the considerable challenges ahead)
6. STIPULATING THE QUORUM OF STEERING COMMITTEE AS GREATER THAN 53 PERCENT OF THE NUMBER OF MEMBERS ON THE STEERING COMMITTEE  
(COMMENTS: this is to ensure that there is always more than half the Steering Committee present at any Steering Committee meeting)
7. CLARIFYING THAT THE EXECUTIVE DIRECTOR HAS THE POWER TO HIRE STAFF IN CONSULTATION WITH THE STEERING COMMITTEE  
(COMMENTS: a clarification necessary for the smooth running of the Secretariat)

The General Assembly were asked to vote to accept the Constitutional Changes by using the voting card provided in the folder packs.

Member of the TNRF Secretariat collected the votes, counted them, added them to the proxy votes received via email and report the vote results to the Plenary.

The number of votes for Constitutional Changes: **23 votes** – Quorum not reached  
Number of postal votes: **15 votes** – Quorum was met.

## 4.2 Steering Committee Nominations and Elections

The General Assembly has to vote for new Steering Committee Members, as we have 4 Steering Committee Members stepping down for various reasons and create space for new Steering Committee Candidates to fill their positions. The leaving Steering Committee Members are: Dr. Catherine Snyder, Edward Porokwa, David Erickson and Daudi Peterson.

TNRF's members had the opportunity to nominate a Person to fill the spot of a Steering Committee Member via E-Mail or written letter addressed to TNRF, and dropped at the Secretariat. The nominated Candidates are: Dr. Stephen Kiruswa, nominated by Dr. Jane Mary Ntalwila. Dr. Kiruswa is the Heartland Coordinator working with the Maasai Pastoralists. He has agreed because TNRF works in the areas that he likes to work with. He will make sure that the resources are being used for the benefit of the Citizen and the country.

Gertrude Mugizi, nominated by Clive Jones. A statement by Gertrude was presented by Clive in absentia: She would be happy to be part of TNRF and will be available from January 2009.

Fred Nelson, nominated by Paul Oliver. Fred's statement: He is active since 1998 with Maliasili Initiatives. He will be glad to continue working and supporting TNRF.

Keith Roberts, nominated by Daudi Peterson. Keith's statement: He is working with Fried kin Fund here in Tanzania, Hunting Company. He is interested in bringing the hunting industry to be seen in a more positive light.

## 4.3 Steering Committee Elections

The Members of the Steering Committee has called the General Assembly to vote with the provided Vote Forms from their Folders.

The voting process turned out to the positive for all three Candidates who were nominated. The General Assembly has confirmed with their votes the new Steering Committee Members. The new Members stand in their new position with immediate effect, except for Gertrude Mugizi, who will be outside of Tanzania. She will start acting as a Steering Committee Member with effect from January 2009.

## 5. TNRF Strategy (**Attachment 4**)

### 4.1 Presentation of Draft new TNRF Strategy

The Coordinator has presented the Draft of the new Strategy for 2009-2010 is based on an internal review and strategic planning session last week between the Steering Committee, the Secretariat and a private consultant from MDF Consulting.

## 4.2 Questions and Answers

No questions were raised therefore TNRF was permitted go ahead with finalisation of the Strategy and implementation from 2009.

## 5. AOB – Issues raised by Members for Debate

The following issues/points were raised by a Member called, William Swai:

- The need of having a good Relationship with Tanzanians regarding Wildlife Conservation issues.
- The recommendation for new Steering Committee Members should participate in the recommendations for new Steering Committee Candidates during the meeting.
- There should be more assistance for the wildlife Working Group. The new committee should make sure that they participate fully.

After listening to all issues, the Chairman asked the Members to bring up such issues in the next agenda point, as it fits in there.

### 5.1 Wildlife Bill 2008

There were Discussions over the Wildlife Bill prepared by TNRF and there were several issues discussed and raised amongst Members. The Member Voices have been captured with following comments:

- Daudi Peterson mentioned that since 20 years we are trying to look after the animals and this is even more our future concern and aspiration to make sure they are also there for the future. He also emphasises the approach to push the Ministry and the Government to listen to the issues using this opportunity. The Pastoralists Working Group is leading the advocacy of the Wildlife Bill and we should try to sensitise as much people as possible to be heard.
- Also Fred Nelson contributed some of his views. He is comparing Kenyas Advocacy for Wildlife with Tanzania and has the opinion that Kenya did a great job and have passed a lot of good issues within the Wildlife Bill such as Pastoralism in Wildlife Conservation Areas. There are many Stakeholders out there and everyone has his own interests, but there should no reason why we can not come together in agreement on these basic issues.
- Maceri from Namanga shared further regarding defending Wildlife. He is living at the Border of Kenya and Tanzania and says that the Kenyan's have more protection for Wildlife than Tanzania. Animals who cross the Border to Tanzania look distressed and scared.
- Moses Ole Neselle shared his views with the other Members. He said he is already in dialogue with others and they will have further discussions next week. He advises to build a "Committee" to represent our issues and recommendations to be adressed at the parliament directly.
- William Swai expresses his concern towards the Wildlife Bill as follows: The one's involved so far in the Bill are the Communities, but they may not fully understand the issues. TNRF should be the voice and represent our views before the Government.
- Nyambui is raising his voice to contribute to the interactive discussion. He emphasises that the Bill, the way it is, should not be passed and the needs of communities are recognised and respected. He think TNRF should also team up with other

organisations, who are working on the Bill already and build a strong Representation Team. He also believes that the Government will listen and they are the one who have the power to incorporate changes. Laws have been changed because of the influence of the outside, therefore we should not rest until we tried everything in our power.

## 1.2 Non Consumptive Wildlife use Regulations

The fee for Poachers who are hunting is not reaching the Village. Because the Revenues have to go through the Treasury, the Money gets lost there and will not come back to the Communities. How do Communities survive here? The Discussions are going on and Members are invited to contribute their views and opinions.

- Mr. Mapule expresses his serious concern towards the System. He is also sharing, that they have received a letter saying that they are not allowed to hunt anymore. He is also bringing up the issue that there are no boarders or fence and therefore crops have been damaged.
- Edward, Friedkin Conservation is sharing his views regarding internet access and therefore access to information and updates. He mentioned that there are key people living far away from Internet Connection and they dont have no idea of what is going on, how does TNRF solve this challenge?

## 6. Closure

The Chairman closes the meeting at 18.30 hrs and thanks everyone who was attending the meeting and wishing everyone a pleasant evening.

\* \* \* \* \*

The Secretary

The Chairman

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Arusha, 31st January 2009



## Participation List AGM 10th October 2008

S/N	Name	Company Name if applicable	P.O. Box	Place
1	Alois Lazaro	TNRF	15605	Arusha
2	Alois Morindat	TNRF	15605	Arusha
3	Andrew Williams	TNRF	15605	Arusha
4	Beatrice Laizer	Kimmage Pastoralists Africa Programme		Arusha
5	Carole Dubois	ADAP		
6	Caroline Chumo	TNRF	15605	Arusha
7	Cassian Sianga	TNRF	15605	Arusha
8	Chidama Mathias	Shinyanga Foundation Tanzanian Disabled		
9	Chris Daborn	TVS		
10	CK Ole Memantoki	SCF TZ	8372	Arusha
11	Clive Jones	TNRF	15605	Arusha
12	Damian Bell	Sokwe Asilia Group		
13	Daniel Ouma	TNRF	15605	Arusha
14	David Peterson	Dorobo Safaris	2534	Arusha
15	Deogratius Augustine Rwisuka	CUDSM	35091	Dar es Salaam
16	Dosteus Lopa	-		
17	Dr. Ole Neselle	Simanjiro Development and Consercation Trust	11613	Arusha
18	Edeus Massawe	TAWIRI		Arusha
19	Edit Banzi	Floresta US Inc.	7764	Kilimanjaro
20	Edward Sandet	Friedkin Conservation Fund		Arusha
21	Elias Orio	Tembo Foundation	1144	Arusha
22	Emmanuel Sulle	TNRF	15605	Arusha
23	Enock Chengullah	TNRF	15605	Arusha
24	Erica Rugabandana	Maajabu	13550	Arusha
25	Ernest Moshi	Farm Africa	675	Babati
26	Evelyn Evans Izoba	Maajabu	13550	Arusha
27	Faithres Kimaro	Farm Africa	675	Babati
28	Felic Meibuko	TNRF	15605	Arusha
29	Flora Nzema	Journalists Environmental Ass. Of TZ	15674	Dar es Salaam
30	Fortunata Msoffe	ILRI	30709	Nairobi
31	Francisco Gimeno	-		
32	Frank Kamil	-		
33	Fred Nelson	Maliasili Initiatives		Arusha
34	Frederick John Mumbuli	Mount Meru Investments Ltd.	10475	Arusha

35	Furaha Comoro	Haki Kazi Catalyst	781	Arusha
36	Garuba Adesola	Village Experienc VCYE		
37	Geofrey A. Mbise	-	11564	Arusha
38	George Makanza	-		
39	Gerald Hertel	-		
40	Gladstone Mlay	-	1292	Moshi
41	Godlisten Mmari	-	7402	Kilimanjaro
42	Hamza Kalmera	Triple A FM Radio	11125	Arusha
43	Hellen	World Learning Inc.		Arusha
44	Henry Felix	ADAP	16	Mpanda
45	Imani Kikoti	-		Arusha
46	Isaac Basili	WCST	6490	Dar es Salaam
47	J. Kateya Laizer	-	10933	Arusha
48	J. Masangula	-		
49	Jackson Lucas	-	15463	Dar es Salaam
50	Jackson Muro	-		
51	Jamal Sagara	Pakaya Culture & Environmental Group		Arusha
52	Jamboi Bughama	-	72	Loliondo
53	James Wakibara	-		Arusha
54	Jane Mary Ntalwila	OIKOS		Arusha
55	Japhet Jonas	Jane Goodall Institute	2774	Arusha
56	Jim Justus Nyamu	-		
57	John A. Lyasenga	Open University	19172	Dar es Salaam
58	Kate Linnegar	Friedkin Conservation Fund		
59	Keith Roberts	Friedkin Conservation Fund	2782	Arusha
60	Lodrick Mika	TNRF	15605	Arusha
61	Lucas Jackson	Open University	15463	Dar es Salaam
62	Makko Sinandei	UCRT		Arusha
63	Mark Baker	-		Arusha
64	Mary Katherine Keown	Pastoralists 'Alliance for Climate Change	14090	Arusha
65	Matata Mtono	-		
66	Maximin Siyoi	Radio Uhuru		Arusha
67	Mbakuli Laizer	-	84	Longido - Sinya
68	Mike Beckner	-	2782	Arusha
69	Mike Norton Griffith	-		Nairobi
70	Nai Elibariki	TNRF	15605	Arusha
71	Nangena Mtango	TNRF	15605	Dar es Salaam
72	Ngaiseri Laizer	-	8501	Arusha
73	Olatunji Adebola	-		

74	Parmet M. Ngeloni	-	53	Longido - Sinya
75	Paul Oliver	Sanjan Ltd.	425	Arusha
76	Peter Robert	PINGOS Forum		
77	Peter Widmer	Mennanite Central Committee Tanzania	138	Arusha
78	Philipo Malley	-		
79	Prosper I. Kyara	Youth Development for Change	715	Arusha
80	Richard Lorubare	TNRF	15605	Arusha
81	Roger Corfield	-	1393	Arusha
82	Roger Mbise	Wildlife EA Ltd.		
83	Roland Mushi	-		
84	Sahila Wilfred	Youth Development for Change	588	Usa River
85	Sandra Thobias	TNRF	15605	Arusha
86	Selemani Kinyuny	Offset East Africa		
87	Soud M. Jumah	Society for Natural Resources Conservation		
88	Steven Kiruswa	AWF	2658	Arusha
89	Thad Peterson	Dorobo Safaris		Arusha
90	Thadeus Aloyce	-		
91	Vincent Augustino	VA Business	15605	Arusha
92	Vitalis Kimario	Treta		
93	William Mboma	-		
94	William Nambiza	-		
95	William Swai	Association for Development of Protected Areas	389	Songea
96	Yanick Ndoinyo	Frankfurt Zoological Society	14935	Arusha

## MKUTANO MKUU WA MWAKA 2007

Ijumaa Tarehe 10 Oktoba Mwaka 2008  
Hoteli ya Impala, Arusha

### MADA

**1.15 pm Kufungua mkutano**

Kukaribisha wote na kutambulisha Kamati Endeshaji na Sekretarieti

**1.25 pm Kukubali muhtasari wa Mkutano Mkuu wa Mwaka 2006 na mada ya Mkutano Mkuu wa Mwaka 2007**

Kukubali muhtasari wa Mkutano Mkuu wa Mwaka 2006  
Yatokanayo na muhtasari  
Kukubali mada ya Mkutano wa Mwaka 2007

**1.45pm Taarifa ya Mwaka 2007**

Hotuba ya Mwenyekiti  
Hotuba ya Mtunza Hazina  
Maswali na majibu  
Kukubali hotuba za Mwenyekiti na Mtunza Hazina  
Uteuzi wa mkaguzi wa mahesabu wa JMT kwa mwaka 2008

**2.30pm Mabadiliko ya Katiba**

Kuwasilisha mabadiliko ya katiba  
Maswali na majibu  
Kupigia kura mabadiliko ya katiba

## ANNUAL GENERAL MEETING 2007

Friday 10<sup>th</sup> October 2008  
Impala Hotel, Arusha

### AGENDA

**1.15 pm Call to order**

Welcome and introduction of Steering Committee and Secretariat

**1.25 pm Adoption of 2006 AGM minutes and 2007 AGM agenda**

Adoption of the minutes of the 2006 AGM  
Matters Arising  
Adoption of the Agenda for the 2007 AGM

**1.45pm Annual Report 2007**

Chairperson's Speech  
Treasurer's Speech  
Questions and answers  
Adoption of the Chairperson's and Treasurer's Speeches  
Appointment of the TNRF Auditor for 2008

**2.30pm Constitutional Amendments**

Presentation of Constitutional amendments  
Questions and answers  
Vote on Constitutional amendments

**3.00pm Kutaja na kuchagua wajumbe wa Kamati Endeshaji**

Kutaja wagombea wa Kamati Endeshaji  
Kuchagua wajumbe wa Kamati Endeshaji

**3.30 pm CHAI**

Maonesho ya vikundi kazi na nafasi ya kupashana habari

**4.10pm Mkakati wa JMT**

Kuwasilisha mkakati mpya wa JMT  
Maswali na majibu

**4.40pm Yatokanayo – Mada za kujadiliwa za wanachama**

Mswada wa Sheria ya Wanyamapori 2008  
Kanuni za Uhifadhi wa Wanyamapori (Matumizi yasiyo ya Uvunaji)  
Mengineo

**6.30pm Kufunga mkutano**

**3.00pm Steering Committee nominations and elections**

Steering Committee candidate nominations  
Steering Committee elections

**3.30 pm TEA BREAK**

Working group stands and informational opportunity

**4.10pm TNRF Strategy**

Presentation of draft new TNRF Strategy  
Questions and answers

**4.40pm AOB – Issues raised by members for debate**

Wildlife Bill 2008  
Non Consumptive Wildlife Use Regulations  
Matters Arising

**6.30pm Meeting close**



Jumuiko la Maliasili Tanzania

Tanzania Natural Resource Forum

**Chairperson's Annual Report 2007**

**Delivered Friday 10<sup>th</sup> October 2008,**

**at the**

**Second TNRF Annual General Meeting, Impala Hotel**

## **INTRODUCTION**

Members, Ladies and Gentlemen,

It gives me great pleasure to deliver the second Chairperson's Report for TNRF.

### **Introduction**

- Pleased to see you all here – a diverse group of people reflective of a diverse group of interests coming together
- Thank you for coming
- Delayed AGM a growing pain of TNRF's

### **TNRF in 2007**

- A good year for TNRF – but one of extended transition and growth. Much hard work and foundation-laying during 2007 has only now been realised more recently with the more than tripling in size of the secretariat.

#### **Some key achievements in 2007 were:**

(i) **Major funding for Tanzania Forestry Working Group** – with two new major initiatives in advanced stages of development

- A **major forest governance communications campaign** (since started as Mama Misitu)

- **Independent Forest Monitoring Design phase**

(ii) **Helping re-launch the Pastoralist Livelihoods Task Force** with key partners after a period of inertia and inactivity;

(iii) Holding a successful and well attended **Community-based Tourism Info Fair**

(iv) Launching of the successful **Community Forums** initiative – which supports customary leadership institutions in pastoralist northern Tanzania for peace and improved natural resource management.

(v) Providing support to partners in **Mbulu and Ngorongoro Districts** for **safe-guarding community rights** over land and natural resources (e.g. Hadza)

TNRF continued to build partnerships and broaden its membership base.

#### **Some key challenges:**

- Dealing with **complex issues** and problems in environment and development – the need for focus but big picture thinking as well
- Working with a **diverse set of partners and members** – communities, individuals, private sector, government, civil society, researchers, and donors
- **Rapid policy change** in Tanzania – **responsible capitalism for us all or capitalism for a few?** – banking crisis and stock market fall reminders
- **Rapid change in resource envelope** – complex aid modalities
- **Partnerships can be fragile** need to be handled with care – **building trust**
- **Resolving conflict increasingly important** – some members here today have conflicting interests – finding the win-win.

#### **The way forward**

- **TNRF building capacity** to address these challenges **through its partners**
- **Communications** is now beginning to take off
- **Membership services** will continue to improve
- **TNRF improving its client focus and service delivery** for its partners and members. Support for working groups has already grown significantly
- **Ability to respond to opportunities and threats** will continue to grow
- **Building a shared vision with dedicated partners**

**Steering Committee – thank**

**Secretariat – castigate**

**Donors - thank**

Growth into a fully fledged organisation taken much longer than expected. TNRF now set for the future etc.



Jumuiko la Maliasili Tanzania

Tanzania Natural Resource Forum

**Treasurer's Annual Report 2007**  
**Delivered Friday 10<sup>th</sup> October 2008,**  
**at the Second TNRF Annual General Meeting, Impala Hotel**

**INTRODUCTION**

Members, Ladies and Gentlemen,

It gives me great pleasure to provide you with my Treasurer's report for 2007. I shall be as concise and efficient in my report as I can.

**REVENUE and INCOME**

Over the past year, TNRF's financial situation has improved markedly, as we have fundraised and diversified our funding. The TNRF Accounts have been audited, and given a clean bill of health for 2007, without qualification.

Our revenue has grown from some TShs 83,400,000 in 2005 to TShs 217,672,818 for the year 2006 – 2007 to TShs 328,021,690 in 2007-2008.

We continued with previous funding partnerships between the Bradley Fund for the Environment, Wildlife Conservation Society, Norwegian's People's Aid, the Ford Foundation, the Sigrid Rausing Trust. In addition two new funding partners came on board – German Technical Cooperation (GTZ) and Danish International Development Agency (DANIDA) – providing support for the Tanzania Forestry Working Group.

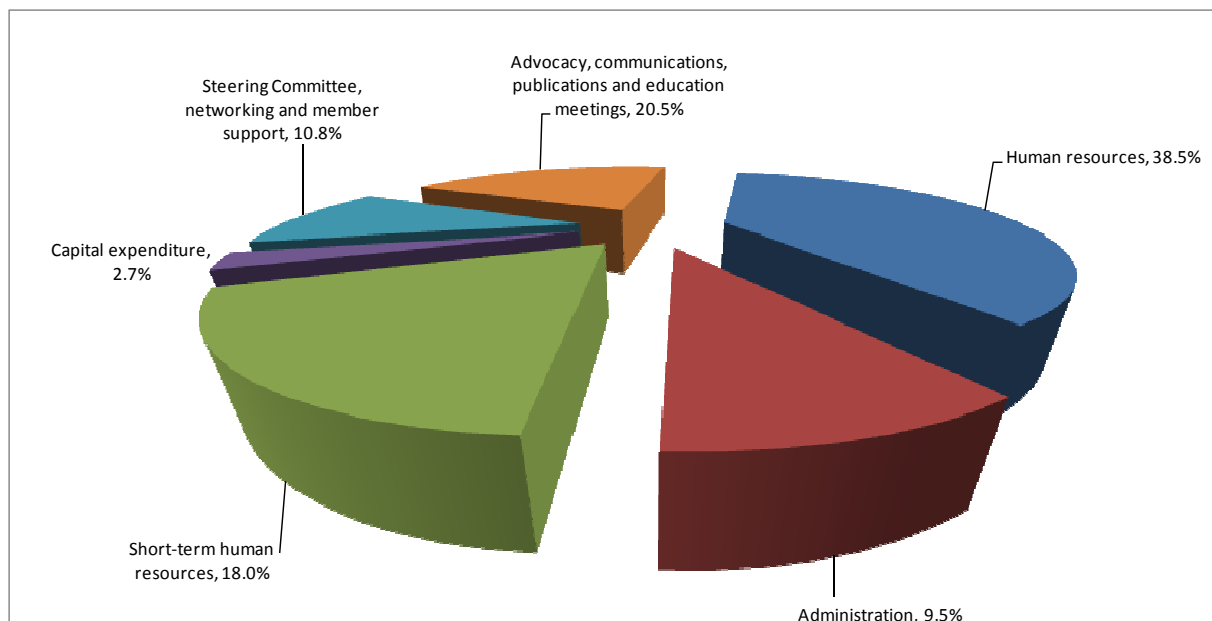


	2007 USD	2007 TShs	2006 TShs
<b>FUNDS RECEIVED FROM DONORS DURING THE YEAR</b>			
Norwegian Peoples Aid - Annual Grant		40,000,000	40,064,000
Bradley Fund for the Environment	\$ 30,000	37,260,000	61,151,878
Wildlife Conservation Society	\$ 20,000	24,840,000	23,700,600
The Ford Foundation	\$ 53,532	59,741,712	58,549,680
WWF Tanzania	\$ 5,000	6,320,000	-
The Sigrid Rausing Trust	\$ 29,481	36,527,021	36,346,992
GTZ		19,458,028	-
Ujamaa Community Resource Trust	\$ 32,200	40,980,800	-
DANIDA IFM	\$ 43,875	49,359,375	-
Sand County Foundation		-	3,999,528
TNRF Members	\$ 10,890	13,534,754	-
Ministry of Natural Resources Tanzania		-	3,924,140
		<b>328,021,690</b>	<b>227,736,818</b>

## EXPENDITURE

I will quickly give you details of headline expenditure items by TNRF in 2007. TNRF spent:

- TShs 89,637,104 on human resources (38.5 per cent of expenditure),
- TShs 22,093,810 on Administration (9.5 per cent of expenditure),
- TShs 41,862,166 on short-term human resource costs (18.0 per cent of expenditure)
- TShs 6,282,180 on capital expenditure (2.7 per cent of expenditure)
- TShs 25,038,008 on Steering Committee, networking and member support (10.8 per cent of expenditure), and
- TShs 47,716,776 on advocacy, communications, publications and education meetings (20.5 per cent of expenditure).



Description	Amount	Relative proportion of Expenditure
Human resources	89,637,104	38.5%
Advocacy, communications, publications and education meetings	47,716,776	20.5%
Short-term human resources	41,862,166	18.0%
Steering Committee, networking and member support	25,038,008	10.8%
Administration	22,093,810	9.5%
Capital expenditure	6,282,180	2.7%
<b>Total</b>	<b>157,236,100</b>	

TNRF's overall financial status at the end of 2007 was relatively healthy. Our deferred revenue amounted to TShs 179,425,254. Over the course of the year there were significant problems encountered in hiring new staff, and these were solved towards the end of the financial year, as new staff were recruited.

## BALANCE SHEET

ASSETS	TShs
Cash and bank balances	144,390,352
Project advances	35,034,902



Jumuiko la Maliasili Tanzania

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Tanzania Natural Resource Forum

**Tanzania Natural Resource Forum**

**STRATEGY FOR 2009-2011**

**Prepared by the TNRF Secretariat  
January 2009**

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## Glossary

BEST	- Business Environment Strengthening in Tanzania
CBNRM	- Community-Based Natural Resource Management
CSOs	- Civil Society Organisations
FBD	- Forestry and Beekeeping Division
JFM	- Joint Forest Management
LGA	- Local Government Authority
LGR	- Local Government Reform
MKUKUTA	- National Strategy for Growth and Poverty Reduction
MKURABITA	- Property and Business Formalisation Programme
MNRT	- Ministry of Natural Resources and Tourism
PER	- Public Expenditure Review
PMS	- Poverty Monitoring System
SPILL	- Strategic Plan for the Implementation of the Land Laws
TNRF	- Tanzania Natural Resource Forum

## Acknowledgements

The secretariat would like to sincerely thank for all the people who have taken part in the development of this plan. We would especially like to thank those people who travelled out of their way to attend the meetings. We trust that this plan fairly incorporates and reflects your vision for TNRF, and how the organisation should develop. Any shortcomings are those of the Secretariat, and we would invite all readers to make suggestions and give us their comments.

Date January 2009

### ***A brief background to TNRF***

The Tanzania Natural Resource Forum is a network of individuals and organisations which has grown from a small, informal discussion group with a focus on wildlife issues, to a natural resource advocacy and informational network. TNRF works 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 experiences and practices, and
- National natural resource policies, laws and programmes.

TNRF seeks to support its members by:

- Improving communication;
- Sharing information;
- Promoting collaboration; and
- Supporting collective action

TNRF has a growing membership of over 1,300 people and organisations, a supporting secretariat and a steering committee drawn from the membership. Membership is free and open to everyone not acting in a government capacity.

TNRF facilitates and supports member-driven 'Working Groups' on key policy and practice issues that are of direct use and interest to members. These working groups are very collaborative and provide an opportunity for TNRF's diverse membership to tackle practical policy and practice issues at a range of different levels.

The Tanzania Natural Resource Forum (TNRF) is a Non-Governmental Organisation registered in 2006. TNRF was launched in October 2004, with the aim of promoting the improvement of natural resource governance and management to achieve more sustainable rural livelihoods and better conservation outcomes.

# 1 EXECUTIVE SUMMARY – TNRF’S STRATEGY 2009-2011

## 1.1 Mission

TNRF will work for improved governance and renewable natural resource management 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 programmes.

## 1.2 Objectives

TNRF will act as a catalyst for **change and improvement** in natural resource management by working with communities, civil-society organisations, and the private sector to:

1. **Increase the availability of information:** Increasing the quality and quantity of information available to people on their rights and obligations as natural resource users and managers for achieving sustainable and equitable economic growth through improved environmental stewardship.
2. **Advocate for better governance and environmental stewardship through collective action:** Supporting partners and members to learn and exercise their rights to pro-actively demand improved governance and better natural resource management for local and wider livelihood and environmental stewardship needs.
3. **Innovate and adapt for enhanced economic and environmental outcomes:** Supporting partners and members to develop *innovative ideas, smart approaches and best practices* in natural resource management for improving people’s livelihoods, sustaining economic development and enhancing environmental outcomes.

## 1.3 Activities

The TNRF Secretariat **will widen and improve the participation of its members and partners in advocacy, awareness-raising and adaptive learning** through:

- **Communications** - developing an effective and **demand-driven** and **issue-based communications programme** as part of that will include:
  - Holding **regular general meetings** open to everyone acting in a civil society capacity at which topical issues will be presented and discussed, and information exchanged by members and the TNRF secretariat;
  - Providing **timely, relevant and targeted information** on local, national and regional developments in the natural resource sector useful for members and partners;
  - Strategically engaging in **reactive advocacy** at the request of its members and partners;
  - Collaboratively developing **targeted training and informational materials and programmes** on natural resource management and governance, particularly for rural communities;
  - Developing **appropriate working relations and links with central government and Parliament** in order to provide members and partners with more and better channels of engagement and communication;
- **Working groups** - supporting the development of member- and partner-driven **working groups** and their programmes of developing **coordinated proactive and targeted advocacy** in relation to appropriate policies and best practices in natural resource management, conservation and related business enterprise.
- **Promoting Benefit Sharing and Payments for Ecosystem services** – through:
  - (i) Advocating for effective, efficient and equitable cost-benefit sharing mechanisms in natural resource management – particularly in the context of community-based natural resource management;
  - (ii) Supporting partners and members to develop innovative ideas, smart approaches and best practices for improved ecosystem service valuation, delivery and benefits.



## 2 TNRF'S CORE VALUES AND PRACTICES

As an organisation, TNRF will abide by a core set of values and practices in:

- Standing for environmental stewardship
- Standing for social justice
- Standing for sustainable livelihoods
- Standing for ethical and responsible business practices
  
- Promoting and working through partnerships
- Encouraging visionary leadership
- Finding common ground
- Not compromising its principles or its values
- Being assertive and consistent
- Maintaining open communications at all times
- Being non-discriminatory of people's identity (faith, ethnicity and gender)
  
- Acting with integrity and honesty
- Being accountable and open
- Being representative, responsible and responsive to its members and partners
- Being participatory and inclusive
- Being a 'learning' organisation

This core set of values and practices will serve to build TNRF's reputation and people's trust in the organisation.

### 3 TNRF'S STRATEGY

#### 3.1 Vision

Our vision for improved governance and sustainable renewable natural resource management consists of five straightforward points:

- **Governance** – accountable, effective and transparent governance institutions;
- **Policy and law** - a responsive and well functioning policy and legal environment that enables sound natural resource management which is environmentally and socially just;
- **Communities and rural livelihoods** - people who are empowered, skilled and accountable resource users and managers;
- **Formal enterprise** - profitably operating through fair partnerships with rural people for better rural livelihoods and sustained local and national development;
- **Landscapes** - that are well managed ecosystems which generate sustainable services and values needed by a diverse range of people and interests.

#### 3.2 Mission

TNRF will work for improved governance and sustainable renewable natural resource management 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 programmes.

#### 3.3 TNRF's Objectives

TNRF will have three main objectives in its Mission of improved governance and natural resource management - to:

1. **Increase the availability of information:** Increasing the quality and quantity of information available to people on their rights and obligations as natural resource users and managers for achieving sustainable and equitable economic growth through improved environmental stewardship.
2. **Advocate for better governance and environmental stewardship through collective action:** Supporting partners and members to learn and exercise their rights to pro-actively demand improved governance and better natural resource management for local and wider livelihood and environmental stewardship needs.
3. **Innovate and adapt for enhanced economic and environmental outcomes:** Supporting partners and members to develop *innovative ideas, smart approaches and best practices* in natural resource management for improving people's livelihoods, sustaining economic development and enhancing environmental outcomes. TNRF will seek to achieve key improvements in policy and practice in relation to benefit sharing and the provision of and payment for ecosystem services.

#### 3.4 TNRF's Five Strategic Areas of Programmatic Focus

TNRF will focus on five key areas in working for its Mission of improved governance and natural resource management:

##### A. *Increasing participation and the availability of information*

1. **Participation and information sharing** – transforming participation and the availability of information on local and national natural resource management issues. As part of this process to foster applied policy research and learning with partners to improve the quality of information and deeper understanding of policy options. As part of increasing participation,

TNRF will continue collaboratively to support the development of customary leadership institutions and community-based natural resource management networks;

*B. Advocating for better governance and environmental stewardship through collective action*

- 2. Forestry and Governance** – facilitating collective action to improve forest management and governance through supporting the Tanzania Forestry Working Group.
- 3. Pastoralism and Livelihoods** – facilitating collective action to improve rangeland management and governance through supporting the Pastoralist Livelihoods Task Force.
- 4. Wildlife and Governance** – facilitating collective action to improve wildlife management and governance through supporting the Wildlife Working Group.

*C. Innovating and adapting for enhanced economic and environmental outcomes*

- 5. Benefit sharing and payments for ecosystem services** - supporting partners and members to develop *innovative ideas, smart approaches and best practices* for improved ecosystem service valuation, delivery and benefits. Helping to ensure that supportive and equitable governance structures are in place.

These five focal areas continue to evolve from the previous strategy, developed and driven by the needs of TNRF's members and partners. It is anticipated there may be new member demand for engagement with other interest areas in renewable natural resource management – such as freshwater, marine and coastal ecosystem management. TNRF will support emerging member-demand and interest as human and financial resources allow in line with pursuing wise institutional development.

In addition TNRF will provide support and engage in **cross-cutting issues of poverty and environment** as and when necessary (See Section 3.7)

## **3.5 Participation, Communications and Information Sharing**

TNRF will continue to develop an effective **demand-driven and issue-based communications programme** for members and partners:

### **3.5.1 Facilitating participation, information sharing and networking between partners and members**

TNRF will facilitate and support information sharing and networking between partners and members by:

- **Regular general meetings** – TNRF will holding regular general meetings open to everyone acting in a civil society capacity at which topical issues will be presented and discussed, and information exchanged by members and the TNRF secretariat;
- **Newsletters and updates** – TNRF will provide timely, relevant and targeted information and updates on local, national and regional developments in the natural resource sector useful for members and partners;
- **Improved availability of information** – TNRF will facilitate communications between members and partners through an improved publications programme the continued use of internet-based (e.g. list serve) forums and IT solutions. TNRF will explore ways of enabling rural Tanzanian members to access appropriate IT technology to enable easier exchange of information.
- **Strong professional links with the press** – TNRF will work to develop strong relations with the press as part of improving the availability of information on governance and environmental and social justice issues.
- **Reactive advocacy** – TNRF will strategically engage in reactive advocacy at the request of its members and partners;

- **The State of the Environment Reports** – TNRF will seek to contribute to and provide constructive engagement with national and local government reports on the state of the environment and related governance reports as part of improving their accuracy, utility and ownership.
- **Special interests** – TNRF will facilitate and/or provide special seminars / informational opportunities on useful issues/topics at the request of its members and partners;
- **Learning, training and capacity development** – TNRF will foster learning among its partners and members and collaboratively develop targeted training and informational materials and programmes on natural resource management and governance;

### 3.5.2 Supporting Community Forums and Community-based Natural Resource Management Networks

TNRF will facilitate and support the development of community forums and community-based natural resource management networks to provide greater opportunity for rural people to exchange information and engage with governance and environmental management issues. TNRF will support these networks to bridge the gap between their local experiences in natural resource management and the development of appropriate national policy, law and programmes.

- **Supporting the development of community networks** - TNRF will work with partners to support the development and organic growth of community forums and community-based natural resource management networks – including transforming the participation of women;
- **Improving the availability and exchange of information** - TNRF will facilitate efficient flows of information with and between community forums so that they have good access to the information they need, and that the wider TNRF membership is better informed of natural resource management developments at local level;
- **Developing effective engagement with government** - TNRF will help facilitate the engagement of community forums and networks with local and central government and Parliament to enable them to advocate on key issues of governance and environmental and social justice that they perceive as being important for improving rights-based natural resource management;

### 3.5.3 Liaising and working with Central Government and Parliament

TNRF will develop **appropriate working relations and links with central government and Parliament** in order to provide members and partners – particularly as part of supporting the working groups - with more and better channels of engagement and communication.

- **Parliament** – TNRF will strengthen its engagement with and support to Parliamentarians and Parliamentary Committees as part of improving policy and law development as well as parliamentary oversight of central and local government;
- **National Steering Committees** - TNRF will maintain and seek to expand its participation on national steering committees – such as the Forestry Sector Wide Approach (SWAP) Steering Committee and the National Wetlands Steering Committee - as part of its mission to represent civil society.
- **Central government** – TNRF will continue to develop dialogue and professional relationships with central government departments and ministries – focussing on providing useful information, timely support, alternative perspectives and constructive criticism as required.
- **Local government** – where practical and appropriate (for example, as part of specific programmatic activities), TNRF will seek to develop dialogue and professional relationships with local government authorities particularly with and through its members and partners. On a more general level, TNRF will seek to increase the availability and utility of information

available to Local Government Authorities on natural resource management and environmental issues.

### 3.5.4 Communicating TNRF's mission, objectives and activities

TNRF will effectively communicate its **mission, objectives and activities** in order to attract higher and more effective levels of participation and engagement as well as resourcing. As a key part of this process TNRF will communicate about:

- **Participation** – how people and organisations can safely participate in TNRF in a way which they consider to be highly beneficial and low risk and in a way which contributes to the growth and development of TNRF and its other members;
- **Key competencies** – providing clear information on the core competencies of TNRF – what it does well and what it does not do;
- **Client focus** – describing how TNRF focuses on providing services and responding to the needs of its members and partners;
- **Collaboration and value adding** – defining TNRF as institution that exists for the benefit of its members and which works through collaboration adding value with and for its members;
- **Organisational values** - the way it operates as an organisation in bringing together a broad community on natural resource stakeholders with common and disparate interests.

## 3.6 Facilitating collective action in Natural Resource Policy Issues through Working Groups

TNRF will continue to support the development of member- and partner-driven **working groups** and their programmes of developing and advocating for appropriate policies and best practices in natural resource management and conservation.

**Working groups will be participant-owned and member-driven**, governed by TNRF's values and its Administration Policies and Financial Regulations. TNRF will seek to support the development of each working group with appropriate financial and human resources as best it can.

### 3.6.1 Pastoralism and Livelihoods Task Force (PLTF)

***Strengthening and developing the group's programme to advocate for holistic policies supporting sustainable rangeland livelihoods, adaptive range management, improved livestock health and community-based natural resource management.***

- *General support and facilitation* - TNRF will play a central role in helping facilitate and support the further development of the PLTF;
- *Collation, synthesis and use of information* - the PLTF will collate and synthesise appropriate information on rangeland issues for advocating for evidence-based improvements in national policies, laws and programmes through:
  - Developing a programme of proactive and targeted advocacy on key strategic issues;
  - Selectively engaging in reactive advocacy;
  - Supporting long-term awareness-raising and targeted training;
- *Evidence-based learning and advocacy* - the PLTF will develop collaborative projects with its partners as a means for piloting new ideas and approaches for best practices, and in turn learn from these projects for further policy advocacy;

- *Collaborative and coordinated advocacy* - the PLTF will consult with a wide range of people, CSOs and environment and development initiatives about their rangeland policy and advocacy priorities, so that the PLTF is better able to respond to their needs.

### 3.6.2 Tanzania Forest Working Group (TFWG)

#### ***Transforming the group's ability to promote improvement in governance and forest management.***

- TNRF will support the TFWG to improve the quality and quantity of information available in order to promote progress in key forest governance and management issues through carrying out:
  - *Focussed advocacy* - identifying and focusing on key forest governance issues in order to communicate quality and targeted information to government, parliament, forest managers and donors.
  - *Long-term awareness-raising* – collaborating with a broad range of partners to develop targeted awareness-raising materials on local forest governance and management – such as stories in the media on success and failures/abuse of powers;
  - *Independent monitoring data on the status and value of forests* –working with partners to begin to develop, manage and appropriately disseminate data on the management status and value of forests and forest products.
  - *Network development and support* - working with partners to catalyse and support a network of forest stakeholders, facilitating the definition of roles and responsibilities, including those of TNRF, and fundraising;
  - *Legal support* - supporting local forest managers (in particular communities) to defend their forest management rights by collaboratively facilitating legal representation in selected headline cases as required.

### 3.6.3 Wildlife Working Group (WWG)

#### ***Advocating for practical innovations for better management of the human – wildlife interface, an increasingly important challenge for wildlife management in Tanzania.***

- The working group will develop and advocate for appropriate policies and practices for better resolving and managing human-wildlife conflict, including the redevelopment of key species management plans, as a means for reducing the opportunity costs of wildlife and as an entry point for proactively engaging with the Wildlife Division.

#### ***Advocating for improved governance in the wildlife sector and more effective and equitable wildlife management arrangements based on broad participation and consultative policy and law development processes.***

- The working group will advocate for more transparent, participatory and effective governance of the wildlife sector which reverses the long term declines in wildlife populations and which helps move the wildlife sector towards generating sustained and higher levels of benefits at local and national level through restructuring institutional and revenue management arrangements.

## 3.7 Promoting Benefit Sharing and Payments for Ecosystem services

The growing potential and tangibility of significant transfers of money in payment for ecosystem services – particularly for carbon sequestration and offsetting - provides new opportunities and threats.

**Opportunities:** A new set of substantial income streams at all levels – most importantly for communities – in providing add-value for national and local natural resource endowments and good environmental stewardship.

**Threats:** A danger that currently hard won and increasing levels of devolution of rights and benefits to communities will be reversed as the state and elites attempt to capture new revenue streams to the detriment of local communities and local incentives for good environmental stewardship.

In this regard, and on the basis of striving for improved governance, TNRF will:

***Advocate for effective, efficient and equitable cost-benefit sharing mechanisms in natural resource management – particularly in the context of community-based natural resource management***

- TNRF will actively advocate for the development and implementation of policies and laws which result in effective, efficient and equitable cost-benefit sharing mechanisms in natural resource management – particularly for rural communities. The lack of effective and efficient cost-benefit sharing mechanisms is a major contributor to the continued decline in the natural resource base in Tanzania, under-developed levels of stewardship, and continued high levels of poverty in areas with rich natural resource endowments.

**Successful advocacy for good governance and efficient and effective cost-benefit sharing arrangements in natural resource management is critical for creating new opportunities for improving ecosystem valuation, service delivery and benefits.**

***Supporting partners and members to develop innovative ideas, smart approaches and best practices for improved ecosystem service valuation, delivery and benefits.***

- TNRF will support partners and members to develop innovative ideas, smart approaches and best practices for improved ecosystem service valuation, delivery and benefits. A key focus will be on developing new collaborations between communities, the private sector and civil society organisations based on mutual interest and complementing competencies.
- TNRF will work with its partners and members to communicate success stories to locally, nationally and internationally as part of mainstreaming these innovations. As part of this process TNRF will facilitate the development of guides and tool kits as and when appropriate.

### 3.8 Cross-cutting Issues – Poverty and Environment

The following ongoing cross-cutting policy and governance initiatives directly affect the mission of TNRF.

- The **MKUKUTA** (the National Strategy for Growth and Reduction in Poverty) – the country’s overarching strategy for growth and poverty reduction in which environment is treated as a cross-cutting issue; The MKUKUTA is wide-ranging and ambitious, yet simultaneously provides important leverage points for policy advocacy in natural resource management;
- The **MKURABITA** (Property and Business Formalization Programme, which overlaps with the **Strategic Implementation of the Land Laws [SPILL]** and the **Business Environment Strengthening in Tanzania [BEST]**) – the country’s programme to evaluate whether and how it should implement a programme to formalise land tenure and business rights according to de Soto’s ‘capturing hidden capital’ theory; and
- The **Local Government Reform Programme** – a long term programme to devolve government and management of service provision to district local level that has met with considerable challenges and weak-performance. Nevertheless, LGR remains a key strategy, heavily supported by donors, with substantial implications for natural resource management;

#### 3.8.1 MKUKUTA (National Strategy for Growth and Reduction in Poverty)

*Focussed engagement with the implementation and performance of the MKUKUTA, and identifying key constraints in its ability to address key poverty – environment issues*

- **Progress monitoring** – as appropriate TNRF will collaboratively monitor and follow-up the implementation of selected parts of the MKUKUTA, the Poverty Monitoring System (PMS) and Public Expenditure Reviews (PER) (particularly at district level);
- **Information sharing** - TNRF will inform its members and partners – particularly its working groups – of important issues pertaining to the MKUKUTA affecting their programme of work;
- **Feedback and advocacy** - TNRF will making timely inputs into the MKUKUTA, PMS and PER processes by providing information to TNRF members and facilitating their participation as appropriate;
- **Selected awareness-raising** - TNRF will collaboratively developing appropriate information dissemination and awareness-raising about the MKUKUTA, PMS and PER on key issues affecting the environment and rural livelihoods as and when needed.

#### 3.8.2 MKURABITA (The Property and Business Formalization Programme)

*Working to ensure that the formalisation of people’s property improves and does not damage rural livelihoods and customary land tenure and natural resource management systems*

TNRF will support its members and partners to make appropriate inputs into the development and implementation of the MKURABITA and related initiatives such as the SPILL and BEST by informing and educating TNRF members and facilitating their participation;

- **Emerging issues** - TNRF will inform its members and partners – particularly its working groups – of important issues pertaining to the MKUKUTA affecting their programme of work;
- **Selected awareness-raising** - TNRF develop appropriate information dissemination and awareness-raising about the MKURABITA on key issues impacting on the environment, land and sustainable rural livelihoods.



### 3.8.3 Local Government Reform

*Better understanding and communicating the key constraints and opportunities in local government reform as a means to improving natural resource and environmental governance at district and regional level*

- TNRF will work collaboratively to address a **limited and carefully selected number** of key issues (such as the PER) in the local government reform process that directly affect rights-based and wider natural resource management issues.

### 3.9 Monitoring and Evaluation

TNRF will continue to develop its capacity to monitor and evaluate its performance and its ability to bring about change. It will improve on its straight-forward and easy-to-implement monitoring and evaluation system implemented by the Secretariat and monitored by the Steering Committee and General Assembly. TNRF will provide regular opportunities for partner and member feedback and evaluation.

### 3.10 Managing TNRF’s Risks and Opportunities

#### 3.10.1 An Assessment of TNRF’s Risks and Opportunities

The risks and opportunities for TNRF as assessed for the period of this strategic plan in three levels of significance (1 - highest; 3 - lowest) are as follows:

Greatest potential risks	
<b>1</b>	5. Developing and implementing a long term fundraising strategy
	1. Managing TNRF’s growth and diversification
<b>2</b>	4. Maintaining active and growing collaboration with partners and members
	6. Strengthening the capacity and effectiveness of working groups
	7. Establishing accepted norms and practices for collaboration with partners and members
<b>3</b>	2. Developing an effective programme of communications and marketing
	3. Supporting innovative ideas, smart approaches and best practices.
	8. Facilitating an effective campaign on cost-benefit sharing mechanisms for community-based natural resource management.

Greatest potential opportunities	
<b>1</b>	2. Developing an effective programme of communications and marketing
	3. Supporting innovative ideas, smart approaches and best practices.
	8. Facilitating an effective campaign on cost-benefit sharing mechanisms for community-based natural resource management.
<b>2</b>	4. Maintaining active and growing collaboration with partners and members
	6. Strengthening the capacity and effectiveness of working groups
	7. Establishing accepted norms and practices for collaboration with partners and members
<b>3</b>	1. Managing TNRF’s growth and diversification
	5. Developing and implementing a long term fundraising strategy

### 3.10.2 Prioritising areas of highest opportunity

#### HIGHEST POTENTIAL FOR EXCELLENCE

**Developing an effective programme of communications and marketing** – TNRF will prioritise the development of an effective programme of communications and marketing and work to ensure that it is appropriately financially resourced and staffed. TNRF’s communications have improved over the last strategy period, but substantial potential and need exists for further improving them.

**Facilitating an effective campaign on cost-benefit sharing mechanisms for community-based natural resource management** – TNRF will facilitate an effective campaign on improved cost-benefit sharing policy and practice in collaboration with its partners and members. Improved cost-benefit sharing is viewed as vital for addressing long-term declines in the national natural resource base and continuing high levels of poverty in areas of high natural resource endowments.

**Supporting innovative ideas, smart approaches and best practices** – TNRF will work with its partners and members to develop innovative ideas, smart approaches and best practices in ecosystem service valuation, delivery and benefits.

### 3.10.3 Mitigating TNRF’s greatest potential risks

#### HIGHEST RISKS FOR PERFORMANCE

- **Developing and implementing a long term fundraising strategy** – TNRF will endeavour to mitigate for the global economic downturn and ensure strong financial performance through:
  - continuing to diversify its portfolio of funding partners;
  - maintaining a strong separation between its core and programmatic finances;
  - developing new sources of revenue through its partners and members;
  - establishing and growing a financial reserve that provides for up to 90 days of core operations in the event of a funding shortfall.
- **Managing TNRF’s growth and diversification** – TNRF will manage its growth and diversification to ensure high standards of quality over quantity in its products, services and client focus. TNRF will seek to grow only on the basis of growth commensurate with performance, sustainability and competency.

#### INTERMEDIATE RISKS FOR PERFORMANCE

- **Maintaining active and growing collaboration with partners and members** - TNRF will seek to improve the level of member participation by ensuring it remains client-focussed and responsive in the information and activities it provides for its members. TNRF will provide members with appropriate and efficient ways to participate that best respond to their needs verifying this through regular opportunities for member feedback.
- **Strengthening the capacity and effectiveness of working groups** – participation in working groups can be circular with periods of high and low activity. TNRF will remain consistent in providing quality support to the working groups. It will help ensure that the focus of the working groups remains relevant, topical and responsive to member needs.
- **Establishing accepted norms and practices for collaboration with partners and members** – TNRF will develop new membership rules in order to safeguard the interests of its members and TNRFs reputation and values. A new category of ‘partner’ will be created denoting a higher status based on accreditation and allowing higher levels of participation and involvement in TNRF. Normal TNRF membership will continue to be inclusive and free.

## 3.11 TNRF Governance and Operations

### 3.11.1 TNRF's Structure, Governance and Operations

TNRF is registered under the NGO Act (2002) and by law will operate by having the following:

- A General Assembly – or membership
- A Steering Committee
- A Secretariat

The roles and functioning of each are laid out in TNRF's constitution and in summary:

- The **General Assembly** – or membership – will govern the programme and direction of TNRF and appoint:
- The **Steering Committee** will be representative of the membership and provide oversight and advice to:
- The **Secretariat**, which will be responsible for the day to day running of TNRF, conducting core operations, and providing support for collaborative programmes with TNRF members and partners. The Secretariat will operate according to TNRF's Administration Policies and Financial Regulations.

### 3.11.2 TNRF's Membership

The TNRF Secretariat will continue to promote **the expansion and diversification** of TNRF's membership. TNRF's membership will be conceptually divided into:

- **Members** – organisations and people joining for free without having to provide accreditation details verified by the TNRF secretariat;
- **Partners** – organisations and people actively participating in working groups and other activities having provided and had their accreditation details verified by the TNRF secretariat;

The distinction is necessary to ensure that TNRF has the appropriate legitimacy and broad support within Tanzania for its advocacy programmes, and that members and partners are able to participate in TNRF safely and effectively. Accreditation of partners will enable TNRF to verify the credentials of participating people and organisations.

**Membership will remain free** – to ensure as wide inclusion of people as possible and realising that the cost of managing membership fee collection will likely exceed the revenue obtained from it. Instead TNRF members will be encouraged to voluntarily contribute funds and/or other resources to the organisation.

**Membership will be open to civil servants and politicians acting in a personal capacity** – in line with TNRF's organisational value of being open and inclusive and the TNRF Membership Regulations will be developed and amended accordingly.

**Membership of working groups will be restricted to 'Partners' and non-government members only** to minimise conflicts of interest and the TNRF Membership Regulations will be developed and amended accordingly. Exceptions may apply in limited cases.

### 3.11.3 TNRF's Steering Committee

TNRF's Steering Committee will provide the critical function of providing **the guidance, long term stability** and the **institutional memory** necessary for the success of TNRF.

The functioning of the TNRF Steering Committee will be strengthened and the Secretariat will ensure that Steering Committee members are fully briefed and able to carry out their duties. Individual TNRF Steering Committee members will bring a diverse but complementary range of attributes to the

Committee, ensuring that the Committee is able to fulfil its guiding role and appropriate support to the Secretariat.

The TNRF Steering Committee will be further developed and enhanced by the Secretariat through carefully head-hunting appropriate, competent and committed candidates from Tanzanian civil society to ensure that the **Steering Committee is representative of the diversity of interests in TNRF**. This process will be coordinated with the Steering Committee and implemented with the consent of the TNRF membership.

#### **3.11.4 Ensuring that the leadership of the new TNRF Executive Director is a success**

TNRF has recruited a new Tanzanian Executive Director as set out in its previous strategy. The Steering Committee will work to ensure that the new Executive Director is provided with the full support he needs, and that sufficient funds are raised to safeguard his position and leadership of the organisation.

A new **Technical Advisor** will be recruited to support the new Executive Director – particularly in providing day to day technical and operational support to the Secretariat. It is important that the new Technical Advisor be recruited as soon as possible.

#### **3.11.5 TNRF's Secretariat**

The Secretariat will operate as a team, but for strategic reasons, it will be conceptually divided into three parts:

- **PERMANENT PERSONNEL** – staff who are essential for the core functioning of TNRF to include a:
  - **Executive Director** – responsible for coordinating and managing the operations of TNRF and its Secretariat, including the functioning of the TNRF membership and steering committee;
  - **Technical Advisor** (to be in place when the new Tanzanian Executive Director takes their post) – responsible for providing advice and technical support to the TNRF Executive Director and Secretariat during a transition period;
  - **Programme Manager (to be recruited)** – responsible for managing TNRF's working group programmes and ensuring their sound strategic development and cross-coordination.
  - **Communications Manager** – responsible for carrying out TNRF's core communications programme and providing communications support to TNRF's collaborative programmes. It is expected that new programmatic communications personnel will be recruited to respond to the need of increasing the scope and effectiveness of TNRF's communications over the course of the implementation of this strategy;
  - **Operations Manager (to be recruited)** – responsible for managing the development and implementation of TNRF's operations – in terms of ensuring sound administration and financial practices;
  - **Administrator** – responsible for TNRF's administration;
  - **Financial Administrator** – responsible for ensuring the proper administration of TNRF's accounts;
- **PROGRAMME PERSONNEL** important and necessary team of staff who facilitate TNRF's programmes with its members and partners. TNRF's programmatic personnel may grow and change over the next three years but currently includes:
  - **Senior Forestry Programme Officer – Arusha & Dar es Salaam**
  - **Forestry Policy Officer – Dar es Salaam**
  - **Community Forum Programme Officer - Arusha**
  - **Rangelands and Livelihoods Programme Officer - Arusha**
  - **Wildlife Programme Officer – Arusha**
  - **Maajabu audio-visual unit staff – Arusha**

- **PROJECT PERSONNEL** – staff employed to implement time-bound TNRF projects that fall under TNRF’s collaborative programmes and core activities. Currently the following staff are employed:
  - **Mama Misitu Communications and Campaign Manager – Dar es Salaam**
  - **Mama Misitu Field Coordinator - Dar es Salaam**
  - **Mama Misitu Administrator - Dar es Salaam**
  - **Biofuels Research Associate – Arusha**
  
- **INTERNS & SECONDMENTS** – young people and members/partners who temporarily join the Secretariat as opportunity to further develop their knowledge, improve their skills and widen their experience.

The Secretariat will out-source other human-resource needs as and when required – such as desk-top publishing, audio-visual communications, and advanced/specialised technical inputs.

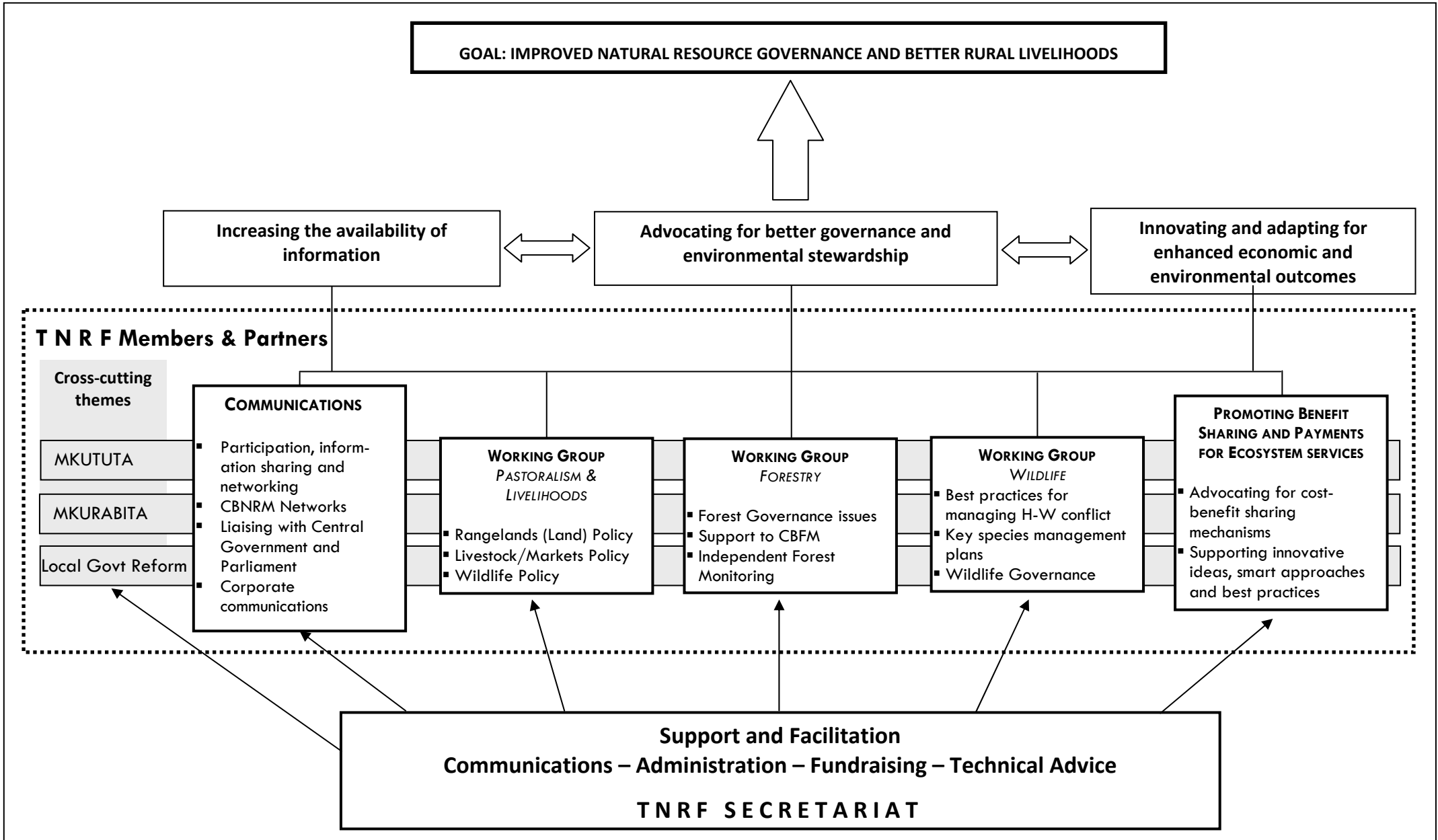
### **3.11.6 TNRF’s Presence in Arusha, Dar es Salaam and Dodoma**

TNRF’s main offices and the majority of the Secretariat will remain based in Arusha as this will:

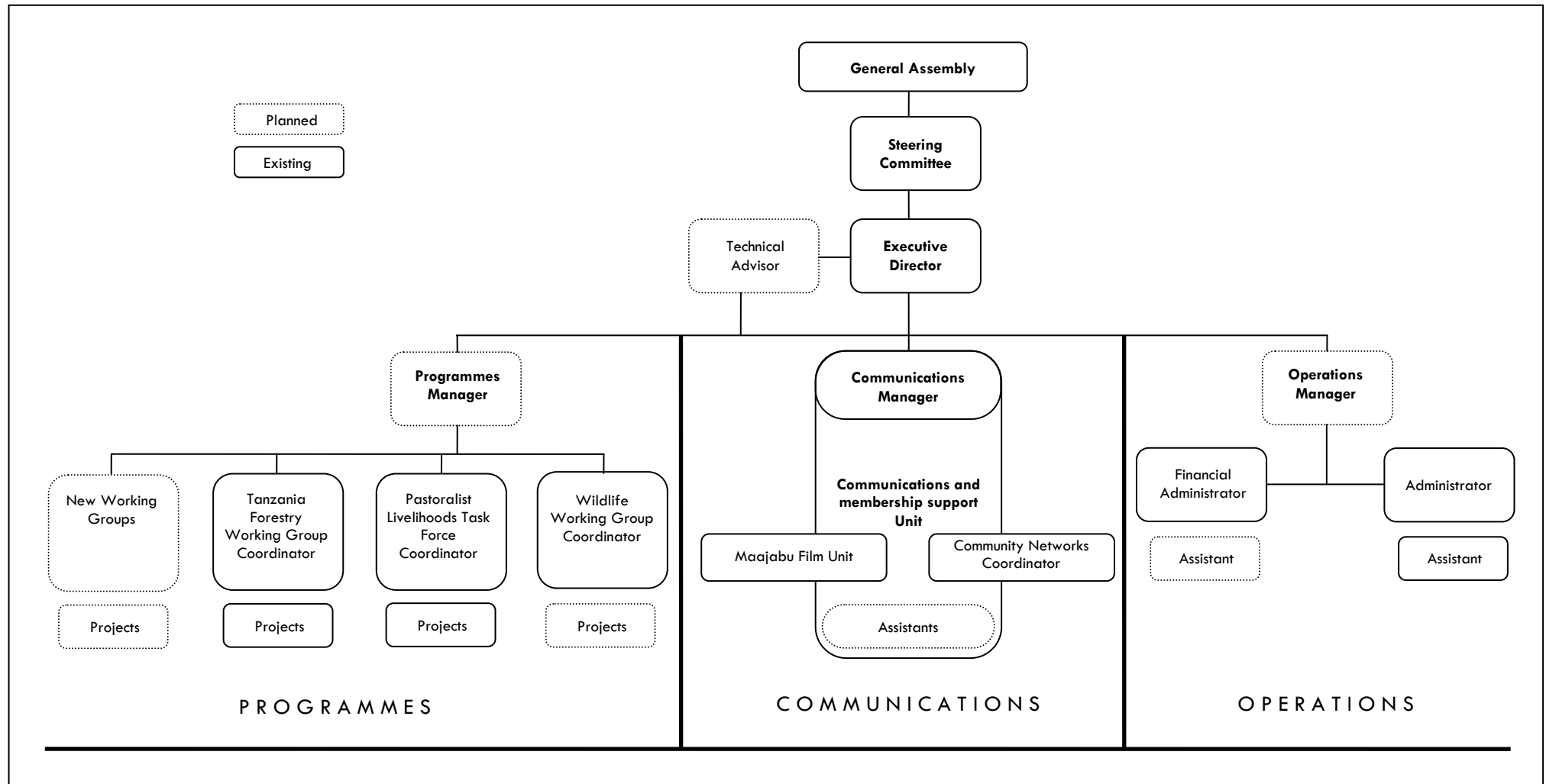
- Enable closer relations and easier communications with many of TNRF’s members;
- Maintain closer links to the natural resource issues on the ground;
- Avoid time-consuming meeting and workshop circuits in Dar es Salaam and enable TNRF to better manage its attendance at these events and the efficacy of output;

TNRF will strengthen and increase its presence and activities in Dar es Salaam and Dodoma as centres of policy and law making – commensurate with effectiveness and value for money. TNRF will seek to minimise its capital and overhead costs in Dar es Salaam and Dodoma by working through its partners and their infrastructure as appropriate.

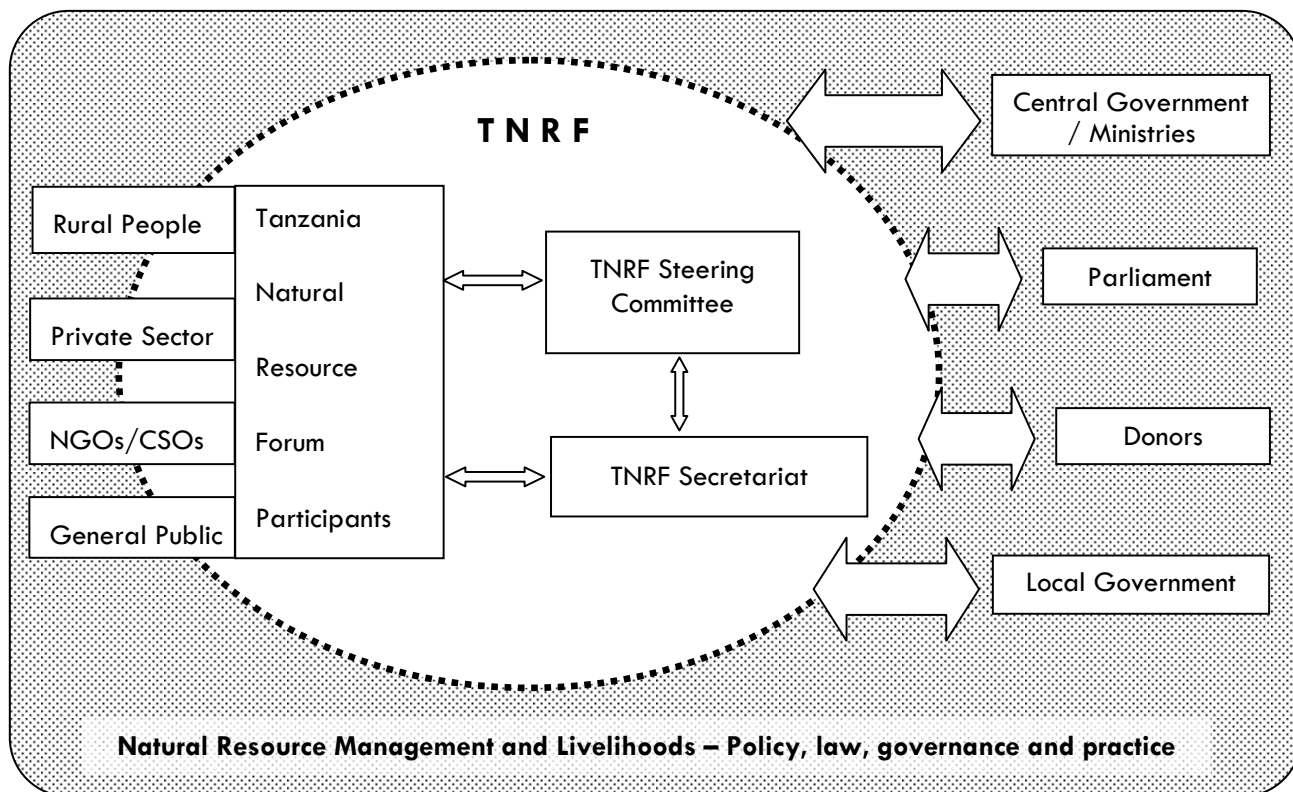
Diagram 1: The Concept underlying TNRF's Functioning



**Diagram 2: The Forthcoming Structure of TNRF's Secretariat and its Support to Members in 2009 - 2011**



**Diagram 3: TNRF's Institutional Relationships**





<b>Total assets</b>	<b>77,998,389</b>
<hr/>	
<b>LIABILITIES</b>	
Accrued expenses	2,088,442
Deferred revenue	177,336,812
<hr/>	
<b>BALANCE</b>	<b>179,425,254</b>

With the exception of the Bradley Fund for the Environment and GTZ (which provided a one-off grant), we expect that our current funding partners will continue to support us. However, we will need to further increase our funding portfolio in line with our strategy and our emphasis on communications and member participation. We will need to continue to diversify our funding for the core Secretariat. Our portfolio for core funding is too narrow and next year will decline to just one donor. There is too great a level of risk associated with this.

However this decline will be offset by two new donors coming on board – DanIDA and the Ministry of Foreign Affairs, much increasing funding for the Forestry Working Group. As yet the total amount of funds is unknown but at least USD 300,000 over the coming year.

In addition, in the coming year of 2008, we will seek funds to boost our communications capacity dramatically, and we will continue to seek much

need project-based funding in support member working groups such as the Pastoralist and Livelihoods Task Force, and the newly emerging Human Wildlife Conflict Working Group in order to dramatically increase their effectiveness.

Finally, TNRF will develop a new funding strategy as part of its new three year Strategy from 2009 onwards, in order to develop its financial sustainability, better manage financial risk and improve the effectiveness of its relations with funding partners.

## **FINANCIAL ADMINISTRATION**

Our financial systems have performed well and I would like to very much thank PINGOs Forum for kindly continuing to share their account on a part-time basis with us.

## **AUDIT**

Members, Ladies and Gentlemen,

Our Auditors carried out an Annual Audit and gave us a clean bill of health. Although there were a number of relatively minor issues in the letter to management needing action, these have since been taken care of.

It was decided by the Steering Committee to write off the previous year's audit qualification from 2005 between TNRF and the Wildlife Conservation Society of Tanzania.

## **AUDITORS**

The Auditors for 2007 were **VA Business Assurance Services**. Overall, I am fully satisfied with the auditors' work, and their support to the Secretariat, and would like to recommend to the General Assembly that we continue to use their good services.

Members, Ladies and Gentlemen,

On that note, I would like to conclude my report to the general assembly.