



Tanzania Natural Resource Forum

STRATEGY FOR 2007-2008

**Prepared by the TNRF Secretariat
March 2007**

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List of TNRF Partners and Potential Partners

AESG	- African Elephant Specialist Group
CARE-EMPAFORM	- CARE -Strengthening and Empowering Civil Society for Participatory Forest Management in East Africa
DPG-E	- Development Partners' Group
ENVIROCARE	--
ERETO	- Ngorongoro Pastoralists' Project (DANIDA)
FARM-AFRICA	--
FZS	- Frankfurt Zoological Society
HF	- Honey Guide Foundation
HKC	- Haki-Kazi Catalyst
IIED-RECONCILE	- International Institute for Environment and Development – Resource Conflict Institute
MCP	- Mpingo Conservation Project
MF	- Messerling Foundation
NPA	- Norwegian People's Aid
OIKOS	Oikos Institute
PF	- Policy Forum
PINGOS Forum	- Pastoralist Indigenous NGOs Forum
REPOA	- Research on Poverty Alleviation
SCF-T	- Sand County Foundation
SNV	- Netherlands development Organisation
TAPHGO	- Tanzania Pastoralist and Hunter-Gatherer Organisation
TFCG	- Tanzania Forest Conservation Group
TRAFFIC	---
UCRT	- Ujamaa Community Resource Trust
VETAID	---
WCS	- Wildlife Conservation Society, New York
WCST	- Wildlife Conservation Society of Tanzania
WWF	- World-wide Fund for Nature

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 26th January 2007

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 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 TNRF'S STRATEGY FOR 2007-2008

1.1 Strategy overview

TNRF will work for improved 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 experiences and practices, and
- National natural resource policies, laws and programmes.

TNRF will increase the flow of information to support people to:

- Understand and exercise their rights and obligations as natural resource users and managers, in improving their livelihoods through good environmental stewardship.
- Understand and exercise their rights to demand improved natural resource governance that better reflects and responds to the realities of natural resource management and conservation on the ground. In turn, improved governance will allow and support rural people to be better natural resource users and managers.
- Develop new arrangements and innovations in natural resource management to improve people's livelihoods, promote economic growth and reduce poverty.

TNRF will act as a practical focal point for:

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

TNRF will operate through **partnership, collaboration** and **value-adding**.

TNRF will act as a catalyst for **change and improvement** in natural resource management by:

1. **Advocating for improved natural resource governance and availability of information** through;
 - Developing programmes of **proactive and targeted advocacy** on strategic issues;
 - Selectively engaging in **reactive advocacy** at the request of its members and partners;
2. **Strengthening civil society's ability to hold government accountable** through developing a strong **communications programme** to support long-term **awareness-raising** and **training**;
3. **Promoting and learning from best practices in natural resource management** at grass-roots and national level, in support of right's based management.

TNRF will **widen and improve the participation of its members and partners** through:

- **Working groups** - supporting 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, conservation and related business enterprise;
- **Communications** - developing an effective and **demand-driven** and **issue-based communications programme** for members and partners 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;
 - Facilitating and/or providing **special seminars / informational opportunities on useful issues/topics** 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;
- **Links with central government and Parliament** - 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;

1.2 TNRF's Main Functions

TNRF will have three main functions:

- Providing communications and sharing information
- Facilitating member- and partner-based working groups
- Liaising with government and Parliament

1.2.1 Providing Communications and Sharing Information

TNRF will develop an effective and **demand-driven** and **issue-based communications programme** for members and partners 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;
- Facilitating and/or providing **special seminars / informational opportunities on useful issues/topics** at the request of its members and partners;
- Collaboratively developing **targeted training and informational materials and programmes** on natural resource management and governance;
- Facilitating communications between members and partners through the 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.

1.2.2 Facilitating Member Involvement in Natural Resource Policy Issues through Working Groups

TNRF will 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, conservation and related business enterprise (see Section 3.3);

1.2.3 Liaising with Central Government and Parliament

TNRF will 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;

1.3 TNRF's Five Strategic Areas of Focus

TNRF will focus on five key areas / working groups:

- **Community Forums,**
- **Rangelands and Livelihoods,**
- **Forestry,**
- **Human-wildlife conflict,** and
- **Community-based tourism.**

These five focal areas have developed and been driven by the needs of TNRF's members and partners.

In addition TNRF will provide support and engage in **cross-cutting issues** of **poverty and environment** (See Section 3.4)

1.3.1 Community Forums Working Group

Facilitating the development of a growing network of community forums to provide greater opportunity for rural people to exchange information and bridge the gap between their local experiences in natural resource management and the development of appropriate national policy and law.

- *Supporting the development of community forums* - TNRF will work with partners to support the development and organic growth of community natural resource management forums;
- *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 central government and Parliament to enable them to advocate on key issues that they perceive as being important for improving rights-based natural resource management;

LAUNCH PARTNERS: UCRT, SCF-T, ENVIROCARE, TFCG, DODONET?, HKC?

1.3.2 Rangelands and Livelihoods Task Force (RLTF)

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 RLTF;
- *Collation, synthesis and use of information* - the RLTF 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 RLTF 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 RLTF will consult with a wide range of people, CSOs and environment and development initiatives about their rangeland policy and advocacy priorities, so that the RLTF is better able to respond to their needs.

PARTNERS: PINGOS, TAPHGO, VETAID, ERETO, IIED-RECONCILE, SCF-T,

1.3.3 Tanzania Forest Working Group (TFWG)

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

PARTNERS – TFCG, FARM-AFRICA, MCP, CARE-EMPAFORM, TRAFFIC, DPG-E

1.3.4 Human-Wildlife Conflict Working Group

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 appropriate policies and practices for better resolving and managing human-wildlife conflict, as a means for reducing the opportunity costs of wildlife and as an entry point for proactively engaging with the Wildlife Division.

LAUNCH PARTNERS – WCS, MF, AESG, WCST?

Note: The wildlife governance issues previously the focus of the Wildlife Working Group has been taken over by the Community Forums Working Group (where TNRF will work to encourage the emergence of a Community WMA Network), the Rangelands and Livelihoods Task Force, and the Human and Wildlife Conflict Working Group.

1.3.5 Community Tourism Working Group

Developing best practices for equitable and sustained benefit from tourism at local level.

- The working group will develop and pilot a practical tool kit for partnerships between private sector enterprise and communities that promotes successful community-based tourism venture models and acts to support improved practices.

LAUNCH PARTNERS – HF, FZS, SCF-T, OIKOS?, SNV?

1.4 Cross-cutting Issues – Poverty and Environment

A considerable part of the work carried out by TNRF will be directly affected by three cross-cutting government programmes:

- 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;

1.4.1 MKUKUTA (National Strategy for Growth and Reduction in Poverty)

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

- *Progress monitoring* - 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 appropriate 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.

MAIN PARTNERS – WWF-UK, PF

1.4.2 MKURABITA (The Property and Business Formalization Programme)

Working to ensure that the formalisation of people’s assets improves and does not damage rural livelihoods and customary land tenure systems key for sustainable rangeland use

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

TNRF will support its members and partners to make appropriate inputs into the development of the MKURABITA by informing and educating TNRF members and facilitating their participation;

MAIN PARTNERS: – NPA, HKC

1.4.3 Local Government Reform

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

- TNRF will work collaboratively on **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 improved natural resource management.

MAIN PARTNERS – WWF-UK, IIED-RECONCILE, REPOA?

1.5 Monitoring and Evaluation

TNRF will develop its capacity to monitor and evaluate its performance and its ability to bring about change. It will develop a straight-forward and easy-to-implement monitoring and evaluation system implemented by the Secretariat and monitored by the Steering Committee and General Assembly. Rather than design a dedicated strategy and plan, TNRF will integrate monitoring and evaluation in a systematic way into its operations and programmes of work.

1.6 Key Organisational Challenges

TNRF will continue to grow in a measured way according to the needs of its members and partners. In staying an effective and accountable organisation TNRF will:

1. **Drastically improve its communications and provision of information;**
2. **Find a new Coordinator who is a Tanzanian National to ensure its legitimacy and success**
3. **Diversify and strengthen its membership and steering committee;**
4. **Continue to diversify and build strong relations with funding partners;**
5. Ensure that its **growth is sustainable**, and that it is **structured appropriately** to accommodate future fluctuations in its funding.
6. **Delineate its boundaries**, in order to ensure that it does not over-extend.
7. **Consider the significance of its geographical location** – Dar es Salaam is the centre of policy-making and TNRF will need to have a permanent presence there;
8. Abide by a **core set of values** that guides its programmes and how it operates;
9. Be both **proactive** and **reactive** in its programmes of work;
10. Be both **'member driven'** and **'issue driven'**;
11. **Develop better linkages into government** without compromising its values;
12. **Develop effective monitoring and evaluation** to measure its performance and its ability to bring about change.

1.7 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.

1.8 TNRF Governance and Operations

1.8.1 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.

1.8.2 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:

- Tanzania-Resident Members
- Non Tanzania-Resident Members

The distinction is necessary to ensure that TNRF has the appropriate legitimacy and broad support within Tanzania for its advocacy programmes, and that it does not become an instrument of external influence.

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 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.

1.8.3 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.

The constitution will be amended appropriately to **prohibit civil servants and politicians from being members of TNRF's Steering Committee**.

1.8.4 Changing the TNRF Coordinator

It is essential for TNRF's legitimacy and success that the organisation be led by a Tanzanian National.

TNRF will change from being coordinated by a non-Tanzanian National to being led by a Tanzanian National commensurate with maintaining its effectiveness and operational capacity.

During the intervening period, the new **Coordinator will be head-hunted** and the financial resources required for attracting a person of the requisite calibre will be secured.

The current coordinator will move to a new position of **Technical Adviser** during a transition period, to ensure that the new Coordinator has the support and experiences the continuity of operations required for a successful hand-over.

1.8.5 TNRF's Secretariat

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

- **CORE PERSONNEL** – staff who are essential for the core functioning of TNRF to include a:
 - **Coordinator** – responsible for coordinating and managing the operations of TNRF and its Secretariat, including the functioning of the TNRF membership and steering committee;
 - **Communications Director** – responsible for carrying out TNRF's core communications programme and providing communications support to TNRF's collaborative programmes;
 - **Technical Adviser** (to be in place when a new Tanzanian National Coordinator takes their post) – responsible for providing advice and technical support to the TNRF Coordinator and Secretariat during a transition period;
 - **Administrator** – responsible for TNRF's administration;
 - **Accounts Officer** – responsible for ensuring the proper administration of TNRF's accounts;
- **PROJECT PERSONNEL** – a non-critical but nevertheless important and necessary team of staff who facilitate TNRF's programmes with its members and partners and to include:
 - **A Senior Forestry Policy Resource Officer – Arusha & Dar es Salaam**
 - **A Forest Policy Officer – Dar es Salaam**
 - **A Community Forum Support Officer - Arusha**
 - **A Rangelands and Livelihoods Policy Officer - Arusha**
 - **A Human-Wildlife Conflict Policy Officer - Arusha**
 - **An Economic and Environment Policy Officer – Arusha & Dar es Salaam**
 - **A Community Tourism Support Officer - Arusha**

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.

1.8.6 TNRF's Presence in Dar es Salaam and Dodoma

TNRF will work with its partners and members to achieve a permanent presence in Dar es Salaam and occasional presence in Dodoma by the end of 2007. TNRF will base the following personnel in Dar es Salaam:

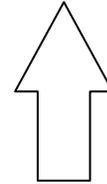
- A Forest Policy Resource Officer

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;

The Concept underlying TNRF's Functioning

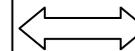
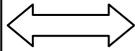
GOAL: IMPROVED NATURAL RESOURCE GOVERNANCE AND BETTER RURAL LIVELIHOODS



THEME A: Advocating for improved natural resource governance and availability of information

THEME B: Strengthening civil society's ability to hold government accountable

THEME C: Promoting and learning from best practices in natural resource management



T N R F Members & Partners

Cross-cutting themes

MKUTUTA

MKURABITA

Local Govt Reform

**WORKING GROUP
RANGELANDS &
LIVELIHOODS**

- Rangelands (Land) Policy
- Livestock/Markets Policy
- Wildlife Policy

**WORKING GROUP
COMMUNITY FORUM**

- Community-based Wildlife Management
- Community-based Forest Management (CBFM)

**WORKING GROUP
FORESTRY**

- Forest Governance issues
- Support to CBFM
- Independent Forest Monitoring

**WORKING GROUP
HUMAN – WILDLIFE
CONFLICT**

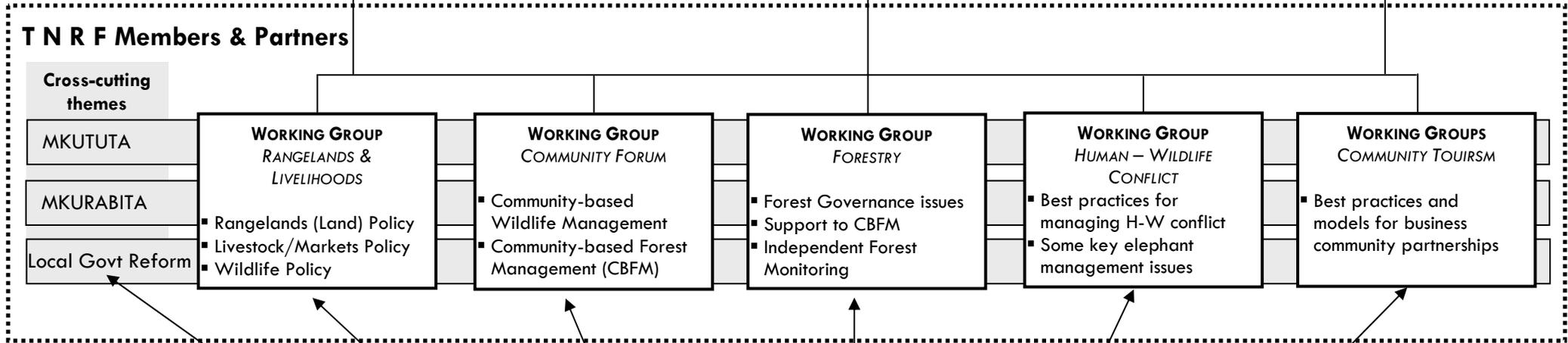
- Best practices for managing H-W conflict
- Some key elephant management issues

**WORKING GROUPS
COMMUNITY TOURISM**

- Best practices and models for business community partnerships

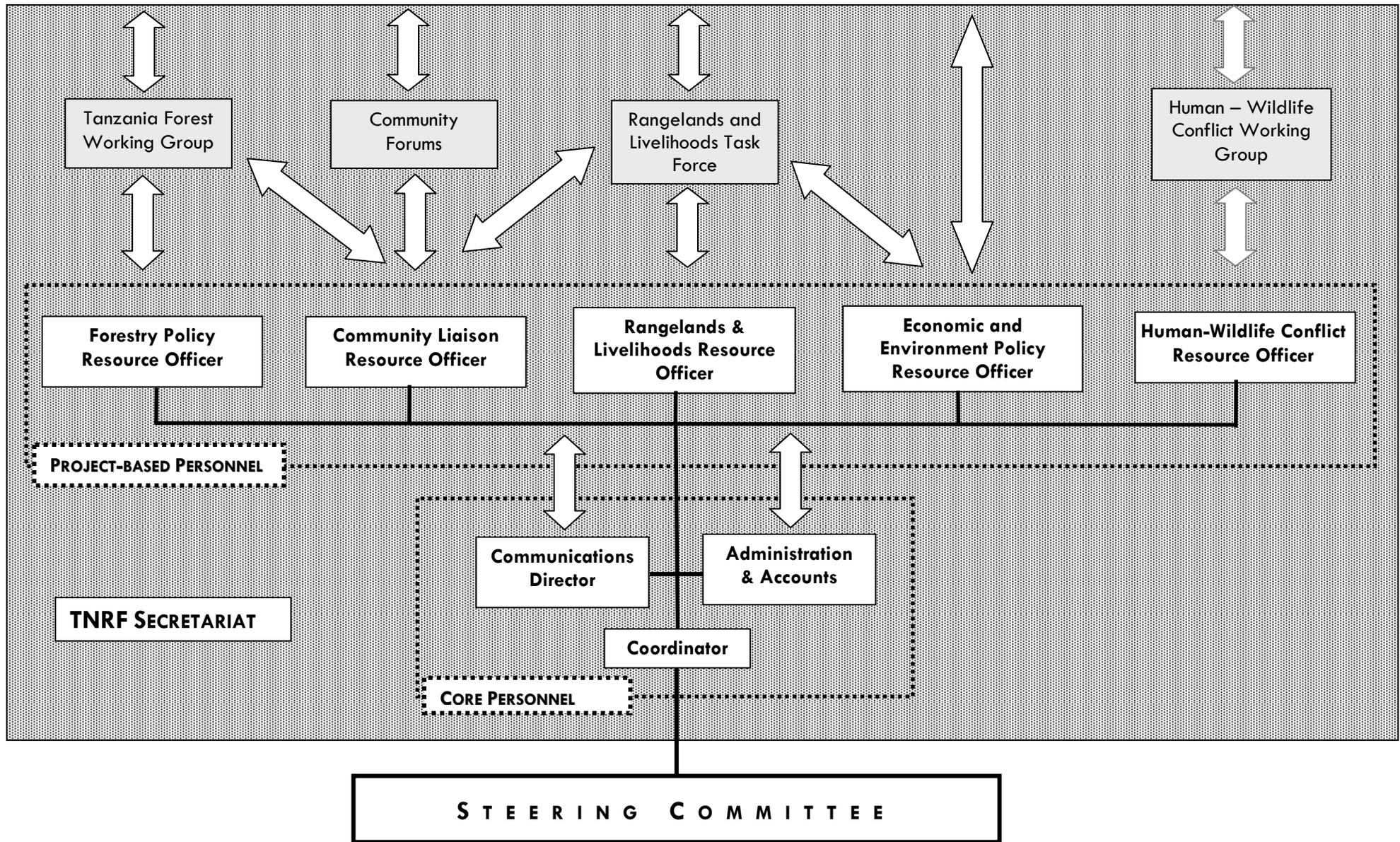
**Support and Facilitation
Communications – Administration – Fundraising**

TNRF SECRETARIAT



The Forthcoming Structure of TNRF's Secretariat and its Support to Members in 2007

M E M B E R S A N D P A R T N E R S



TNRF's Institutional Relationships

