

**THE  
TANZANIA NATURAL RESOURCE FORUM**



**TNRF STRATEGY AND  
ANNUAL PLAN 2005- 2006**

**UPDATED MARCH 2006**

**PREPARED BY THE TNRF SECRETARIAT**

## CONTENTS

SUMMARY STRATEGY STATEMENT .....	1
THE TNRF: AN INTRODUCTION .....	1
PROBLEM ANALYSIS .....	1
TNRF'S STRATEGY.....	4
TNRF'S GOAL, PURPOSE, PROGRAMMATIC AREAS, AND OBJECTIVES.....	7
OBJECTIVE 1: .....	7
OBJECTIVE 2: .....	12
OBJECTIVE 3: .....	9
OBJECTIVE 4: .....	9
OBJECTIVE 5: .....	9
OBJECTIVE 6: .....	10
TNRF'S STRUCTURE, PARTICIPATION AND OPERATION.....	12
KEY TNRF PARTICIPANTS .....	12
TNRF'S PERFORMANCE TO DATE .....	13
CONCLUSION .....	14
TNRF LOGICAL FRAMEWORK.....	i
TNRF BUDGET.....	x

## **Summary Strategy Statement**

*TNRF is a collective initiative to improve natural resource management in Tanzania by addressing fundamental issues of natural resource governance. TNRF premises its existence upon the recognition that the quality of governance fundamentally determines how natural resources are managed and how they support the livelihoods of Tanzanians. In this regard, TNRF aims to improve accountability, transparency and local empowerment in natural resource management by bringing together a diverse range of stakeholders and interests to share information, build collaboration and pool resources towards common aims of better and devolved natural resource governance and management. TNRF is therefore a long term innovative and adaptive process of advocacy and capacity-building based on collaboration, consensus, and collective interests.*

## **The TNRF: An Introduction**

The Tanzania Natural Resource Forum is a growing network of individuals and organisations that work in the natural resource sector, through supporting the devolution of local rights-based management of natural resources and sustainable livelihoods. TNRF has grown over the last three years from a small, informal discussion group with a focus on wildlife issues, to an advocacy and informational network consisting of a diverse range of civil society participants, including community and social development organisations, private sector enterprise, nature conservation organisations, Community-based Natural Resource Management (CBNRM) organisations, and researchers and other interested individuals.\*

TNRF's participants have come together with a common interest in working towards achieving a rights-based approach to natural resource management in which people are enabled to sustainably manage and fully benefit from their natural resources. TNRF's participants have a common conviction that natural resource management in Tanzania is currently in a poor state because rural Tanzanians are either not permitted, or inadequately enabled, by the government to manage their natural resource endowments both for their own livelihoods and for the greater benefit of the nation.

## **Problem Analysis**

Tanzania is endowed with a diverse and rich renewable natural resource base. It is estimated that over 80 per cent of Tanzanians directly depend on natural resources for their livelihoods. In Tanzania there has been a long legacy of centralised control of land and natural resource management across the agriculture, livestock, wildlife, fisheries and forest sectors. In recent years government's policies and laws have generally increasingly evolved towards greater levels of decentralisation and devolution. Yet this trend has been frequently constrained and disrupted by issues of poor governance and capacity, low levels of accountability, too much bureaucracy, a lack of understanding of policies and laws, and varying levels of commitment to change within government, particularly due to ingrained attitudes and conflicts of interest. These constraints have been compounded by a weak civil society in which rural Tanzanians who want to manage and benefit from their valuable natural resources remain unable to do so. Most importantly, rural Tanzanians and other civil society actors have yet to be sufficiently empowered to advocate for the rights they need together with sufficient freedom of information.

There are three types of challenges which underpin a complex and inter-related set of issues which need to be addressed to enable the development of devolved, local rights-based natural resource management in Tanzania (see Figure 1). These are:

1. Poor governance
2. Relatively weak and unempowered civil society
3. Underdeveloped human and institutional capacities

---

\* The Tanzania Natural Resource Forum changed its name from the Wildlife Working Group in October 2004.

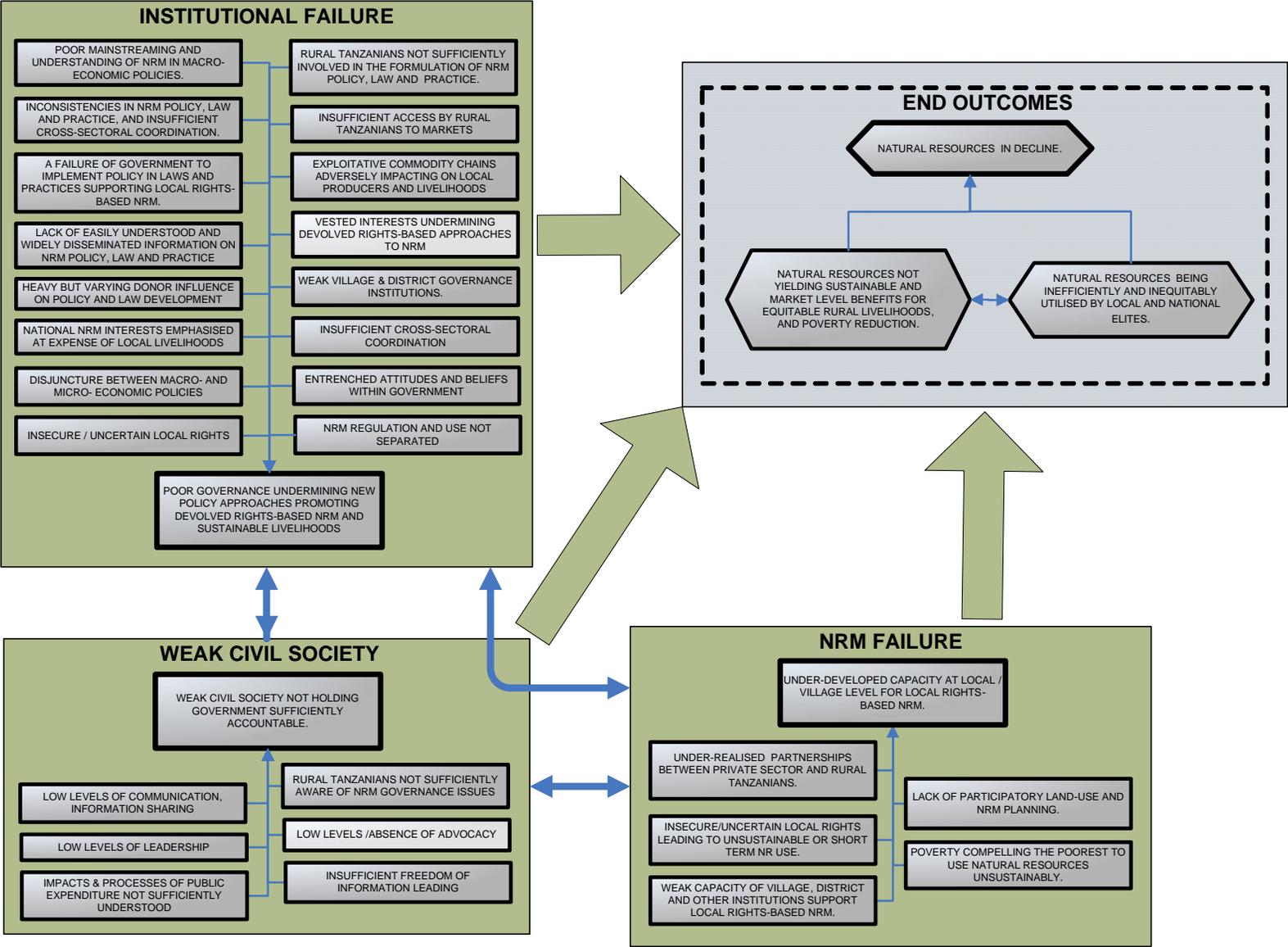
**1. Poor governance undermining new policy approaches that promote devolved rights-based natural resource management for sustainable livelihoods** as a result of:

- **Importance of natural resources for people's livelihoods not sufficiently recognised by the government** – although the new National Strategy for Poverty Reduction and Growth (MKUKUTA) has made recent headway;
- **Inconsistencies in natural resource management policy, law and practice** - leading to local-level conflicts in, for example, land tenure status, land- and wildlife- use rights, leading to an overall loss of local level rights;
- **Insufficient cross-sectoral coordination** – in natural resource governance institutions;
- **A failure of government to implement policy** - particularly in the wildlife and fisheries sectors, with substantial adverse impacts for livelihoods and poverty reduction;
- **Heavy donor influence in policy development** – with the result that government does not always own or sufficiently implement the policy;
- **Rural Tanzanians do not know about natural resource management institutions and practices** – including different options for CBNRM and the increasing importance of local government reform.
- **Rural Tanzanians not being sufficiently involved in the formulation and implementation of natural resource management policy, law and practice** – for example, a total lack of involvement of rural Tanzanians in the development of the new Wildlife Conservation Bill and insufficient participation by pastoralists in the new Livestock Policy. Poor transparency about the on-going development of a new Rangelands Management Act.
- **Vested interests undermining devolved rights-based approaches to natural resource management** – making institutional reform more difficult to achieve.
- **Poor market valuation of natural resources** – for example, major inefficiencies and a lack of transparency in the hunting industry in part preventing the development of devolved communal management of wildlife.
- **Deeply entrenched attitudes and beliefs in government** – leading to resistance to the implementation of policy in law and practice supporting devolved rights-based natural resource management.

**2. Weak civil society not holding the government sufficiently accountable** as a result of:

- **Civil society being insufficiently aware of its constitutional rights and obligations** – for example, in demanding improved natural resource management governance.
- **Low levels of communication and information sharing**
- **Low levels of collaboration within civil society** – leading to poor levels of common interest and activism
- **Low levels of leadership and coalition building** – although different groups within civil society with an interest in natural resource management are now beginning to realise the advantages of common interest.
- **Low levels /absence of advocacy on natural resource management and sustainable livelihoods issues in parliament, central and local government** – consistent with relatively weak levels of open democratic process in Tanzania.
- **Lack of freedom of information** - leading to poor transparency and accountability in natural resource management governance and low levels of civil society activism.
- **Impacts and processes of trickle down financial disbursement not sufficiently understood** – leading to civil society being insufficiently unable to advocate for improved fiscal management.

**Figure 1: Problem Analysis**



### **3. Under-developed capacity for facilitating and achieving devolved, rights-based, natural resource management** due to:

- **Insecure/uncertain local rights leading to unsustainable or short term natural resource use** – such as land-conversion to medium and large-scale agriculture benefiting local and external elites, excluding wider communal land-use benefits.
- **Weak capacity of village, district level and other institutions to successfully facilitate rights-based natural resource management** – through a lack of appropriate information, and insufficient levels of human, technical and financial support.
- **Lack of participatory landscape-level natural resource planning and management and continued land-use conflicts** such as the fragmentation of rangeland and forest resources.
- **Weak village and district governance not stopping inequitable and unsustainable natural resource management practices** – such as land grabbing, land division, and illicit natural resource utilisation.
- **Insufficient access by rural Tanzanians to markets and fair prices for natural resource products** – a limiting factor for livelihoods across all natural resource sectors – including agriculture and livestock.
- **Under-realised progressive partnerships between the private sector and rural Tanzanians in natural resource management** - leading to missed opportunities for natural resource value adding, increased village revenues and poverty reduction.
- **Poverty and exploitative commodity chains compelling the poorest to use natural resources unsustainably** – for example, with regard to unsustainable charcoal and firewood production.

### **TNRF's Strategy**

The TNRF will work for improved natural resource management by being a demand-driven umbrella network that engages in strategic advocacy. TNRF will also provide the information-sharing, networking and capacity-building opportunities for its participants necessary for better achieving a rights-based approach to natural resource management and sustainable livelihoods. All of TNRF's strategies are designed to redress the problems above, which are preventing livelihood based utilization of natural resources that supports poverty reduction and the sustainable development of Tanzania's economy.

#### **Bridging Gaps**

Many of the critical issues identified will not be immediately and easily addressable on their own, as they are too complex and beyond the immediate capacity of the network to sufficiently change. However, it is possible to begin addressing them by linking participant-driven experiences and needs at local level – for example, at village and district level - to policy, legal and programmatic issues at ministry and higher level, and advocating for the necessary changes or developments required. It may also be possible to pioneer modes of advocacy relatively novel in Tanzania, for example, through parliamentarians and parliamentary committees. **Thus the TNRF's key strategy is to bridge the gap between local experience and practice, and national policies and laws, through advocacy and information exchange.** This increase in information flow will allow law and policy to reflect better the realities of natural resource management on the ground, and in turn allow natural resource management practitioners to understand and exercise their rights and obligations. As an umbrella network, TNRF will be able to draw on the support of its diverse participants and collaborate with other networks to create a stronger voice for advocacy.

Additionally, the TNRF's ability to tackle a broader spectrum of issues will develop as the Secretariat increases its capacity and as the participant base become more diverse over time. As the Forum grows in the future, its operations and approach will be strengthened and sharpened, increasing its ability to extend itself in more natural resource sectors and geographic areas. However, while that growth is expected, it needs to be measured and periodically evaluated. In order for the Forum to be a sustainable venture, a proper

foundation of participant “buy-in” and institutional support needs to be created, in addition to a well organized and efficient Secretariat.

Within the TNRF's conceptual framework outlined in Figure 2, the TNRF will have two modes of operation:

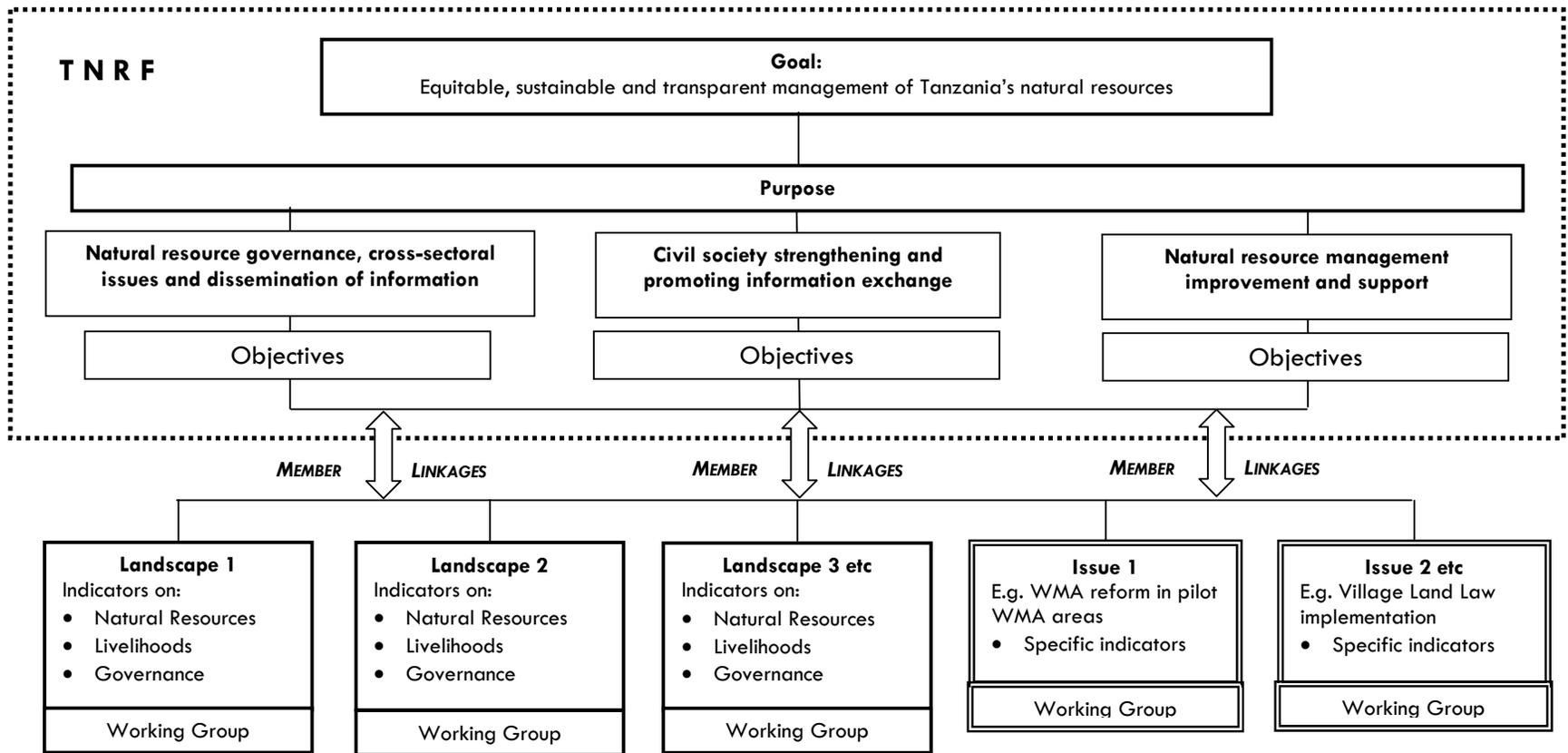
1. **Planned activities** – which are developed by the TNRF Steering Committee, agreed to by the wider TNRF and pursued by the TNRF Secretariat, with support from TNRF participants;
2. **Reactive activities** – in response to arising issues which are brought to the TNRF by its participants for action.

The conceptual framework outlines TNRF's approach to meeting its goal and purpose, which are defined in the strategy below. TNRF's six objectives have been designed to meet the issues outlined in the problem analysis, and are grouped into three thematic areas addressing governance and institutions, civil society, and management capacity. TNRF is designed so that all efforts to meet objectives are not the responsibility of the Secretariat, but are dependent on the efforts and collaboration of all TNRF participants. This linkage and participation may come about in many different ways, such as:

- participant involvement in planned activities;
- participant financial support of TNRF activities and overhead;
- participant identification of rising issues;
- participant engagement in coordinating and/or financing reactive activities;
- and, participant involvement in focal area or issue working groups.

These are ways for civil society stakeholders to get involved in TNRF, which intentionally does not maintain a formal membership roster, but rather encourages access and engagement in TNRF by all civil society stakeholders. Indeed, TNRF should be entirely driven by the demand of its participants in terms of the issues it addresses and the approaches it takes. In this way, participation in TNRF should be furthering the objectives of each individual or organizational participant, not demanding additional work on their part. Through this conceptual framework, TNRF should be a truly collaborative network driven by civil society and working in partnership with key non-civil society stakeholders, such as government and international development partners.

**Figure 2. TNRF's Conceptual Framework**



**Examples of Landscapes:**

- Rangeland areas – Simanjiro, Loliondo, Ruaha & West Kilimanjaro
- Coastal areas – e.g. Tanga & Rufiji
- Forest areas – e.g. Ulugurus, Usambara

**Examples of issues:**

- Best practice for private sector – community joint venture agreements
- Natural resource governance strengthening e.g. at district and village level
- Natural resource conflict resolution – e.g. pastoralist – farmer conflict

**Monitoring and Evaluation:**

- Macro-indicators – derived by TNRF Steering Committee and Secretariat
- Micro/meso indicators – increasingly derived by TNRF members with support of Secretariat and TNRF partners
- Establishment of a baseline and development of an overall monitoring and evaluation system.

## **TNRF's Goal, Purpose, Programmatic Areas, Objectives, Strategies and Assumptions**

The TNRF's **goal** is the realisation of the equitable, sustainable and transparent management of Tanzania's natural resources.

The TNRF's **purpose** is to build a cohesive, informed, articulate and empowered civil society network of natural resource stakeholders which works for:

- Accountable and transparent governance institutions that facilitate equitable and sustainable natural resource management;
- An enabling, responsive and properly functioning policy and legislative environment that supports sustainable livelihoods and devolved local rights-based natural resource management;
- Empowered, skilled and accountable local communities, who with their partner stakeholders, sustainably and equitably manage their land and natural resources for their livelihood improvement and the nation's development;
- Sustainably and well managed landscapes, in which there exists a responsive mosaic of land management systems that equitably and sustainably generate the ecosystem services and values needed by a diverse range of people and interests, giving priority to local communities.

The TNRF has **three themed programmatic areas** which directly relate to addressing the three areas of challenges that have been identified above. Figure 3 illustrates how the goal, themes and objectives work together. These program areas help conceptually organize TNRF's primary objectives:

- A. Advocacy for improved natural resource governance, cross-sectoral integration and freedom of information;
- B. Strengthening civil society's ability to hold government accountable;
- C. Developing human and institutional capacity for facilitating and achieving devolved, rights-based, natural resource management at the local-level.

These **six objectives** are all interrelated and interdependent in order to best address the problems which they are designed to address:

### **Theme A : Advocacy for improved natural resource governance, cross-sectoral integration and freedom of information.**

#### **Key assumptions:**

- The Tanzanian government will accept alternative, well formulated, approaches and strategies for natural resource management which have the wide support of civil society;
- The Tanzanian government is committed to strengthening democratic and transparent governance, including the free flow of information.

### **Objective 1: The TNRF effectively engaged in improving natural resource and macro-level policies, laws and programmes for equitable, sustainable and locally viable livelihoods and land-use outcomes.**

#### **Activities:**

- 1.1 TNRF engaged in key government policy, law and strategy development processes;
- 1.2 Advocacy utilized to address specific emerging policy issues on behalf of its participants;
- 1.3 TNRF reported to its participants and gathered feedback on policy development processes and outcomes;

- 1.4 The TNRF worked to improve its points of entry within government – in the executive, legislature and judiciary, and built constructive partnerships and relationships.

Sub-Activities:

- 1.1.1 TNRF's role in the Public Expenditure Review process maintained;
  - 1.1.2 Follow up engagement on National Strategy for Growth and Reduction of Poverty implementation and Poverty Monitoring Strategy continued;
  - 1.1.3 Wildlife Conservation Act: a strategy for engaging with the draft bill reassessed and implemented;
  - 1.1.4 An understanding of the relationship between the LGR programme and natural resource governance and management created & disseminated;
  - 1.1.5 Engagement in forestry issues expanded;
  - 1.1.6 Engagement in the implementation of the new land-legislation continued.
- 
- 1.2.1 Wildlife Management Area Regulations and implementation reviewed;
  - 1.2.2 Engagement with Livestock Policy advocacy continued.
- 
- 1.3.1 Provision of quarterly seminars on topical issues for TNRF participants continued.
- 
- 1.4.1 TNRF had improved engagement with parliamentarians on natural resource governance issues;
  - 1.4.2 Strategy for government engagement designed.

**Objective 2: The TNRF effectively engaged in the collection, analysis and dissemination of information on improved natural resource management and governance.**

Activities:

- 2.1 TNRF designed a comprehensive communications and public relations strategy.
- 2.2 Research to fill critical information gaps commissioned and conducted in collaboration with participants and partners.
- 2.3 Easily accessible resource center opened and maintained

Sub-Activities:

- 2.1.1 A well targeted and strategic publication programme developed;
  - 2.1.2 Re-publication of the WWG/TNRF syllabus completed;
  - 2.1.3 TNRF website development continued;
  - 2.1.4 TNRF created a marketing and public relations strategy;
  - 2.1.5 Inventory of existing Natural Resource publications in Tanzania; identified and developed potential partnerships.
- 
- 2.2.1 Critical information gaps identified;
  - 2.2.2 Collaborated with research institutions and other CSOs to conduct research and fill information gaps;
  - 2.2.3 Commissioned research papers to fill information gaps.
- 
- 2.3.1 Develop and update resource center holdings, including development of catalogue of needed resources.

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

**Key assumptions**

- The TNRF is able to engender sufficient consensus and collaboration for broad-based cross-sectoral network building;
- TNRF participants willing to invest in their time in actively participating in the TNRF;

- The TNRF is able to maintain and expand its human resource base, particularly within its Steering Committee and Secretariat.

**Objective 3: Strong communication and collaboration between grassroots and other natural resource management stakeholders developed.**

Activities:

- 3.1 Communication regularly exchanged between participants and Secretariat.
- 3.2 The TNRF expanded its participant base.

Sub-Activities:

3.1.1 Regular bi-monthly TNRF meetings held.

3.2.1 Developed private sector participation;

3.2.2 Developed community wildlife forum.

**Objective 4: Improved capacity of grassroots and civil society organisations to hold government accountable on rural livelihood and natural resource management issues.**

Activities:

- 4.1 The TNRF enabled and supported the institutional capacity of its participants by providing demand-driven training and education opportunities.

Sub-Activities:

4.1.1 Capacity building trainings for advocacy engagement held;

4.1.2 Journalist training conducted.

**Objective 5: TNRF managed effectively and accountably and developed appropriately in relation to the needs of its participants, with a sustainable programme of monitoring and evaluation.**

Activities:

- 5.1 TNRF Secretariat appropriately staffed and efficiently organised.
- 5.2 TNRF Steering Committee maintained an active and effective executive role.
- 5.3 TNRF Secretariat actively assessed demand and needs of TNRF participants.
- 5.4 TNRF secured sufficient funds from its participants (aprx. 40%) and supporters (aprx.60%).
- 5.5 The TNRF designed & maintained an effective and sustainable programme of monitoring and evaluation.

Sub-Activities:

5.1.1 TNRF Secretariat's human resource requirements periodically assessed and fulfilled.

5.2.1 Quarterly Steering Committees held and greater levels of input and active participation secured from Committee members.

5.3.1 Regular polls conducted to gauge participants' satisfaction with TNRF and their interests.

5.4.1 Financial strategy and guidelines developed;

5.4.2 Long-term financial support diversified;

5.4.3 Annual financial program support secured from various donors;

5.4.4 Collaborative financial partnerships with TNRF participants continued.

5.5.1 Affordable and on-going monitoring and evaluation program designed.

**Theme C: Providing technical support to landholders for natural resource management**

**Key assumptions**

- TNRF participants are sufficiently permitted and enabled by the policy and governance environment to practice devolved rights-based natural resource management for sustainable livelihoods.

**Objective 6: The technical management capacity of TNRF participants at local level supported through demand-driven development of resource materials and collaborative networking, promoting best practices in natural resource management.**

**Activities:**

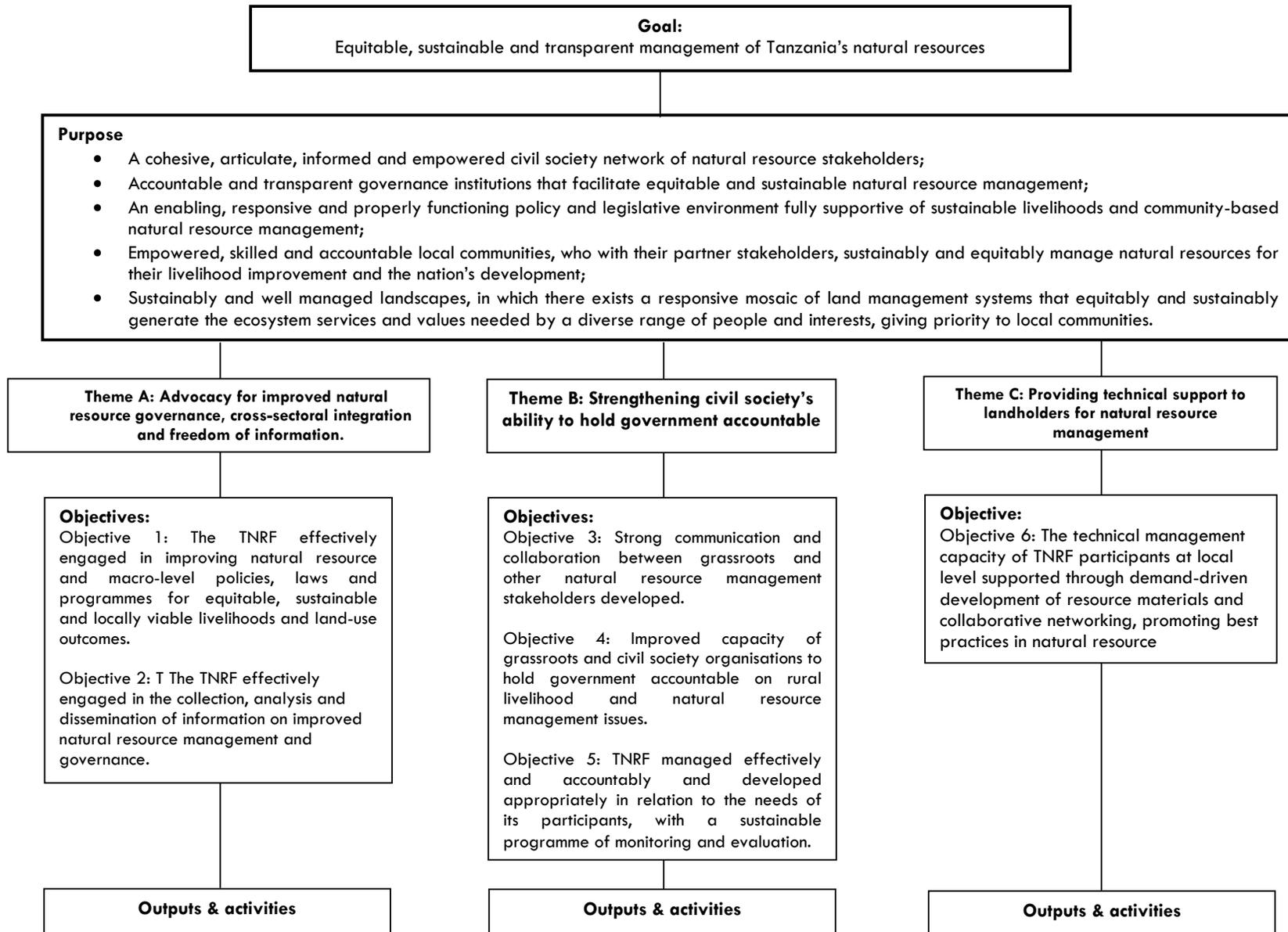
- 6.1 Collaborative, innovative solutions to NRM problems facilitated and designed.
- 6.2 Strategic training and educational opportunities provided to build NRM capacity.
- 6.3 Best practice tool kits developed.
- 6.4 Database of natural resource stakeholders and projects created.

**Sub- Activities:**

- 6.1.1 ??
- 6.2.1 Occasional seminar series on natural resource planning issues and skills conducted.
- 6.3.1 Community Based Tourism Development Tool Box Developed;
- 6.3.2 Participatory Village Land Use Planning Tool Box Developed.
- 6.4.1 Update and maintain a database of human resources and organisations available for supporting CBNRM.

*Note: This third theme is likely to expand in the future as and when CBNRM initiatives grow in their number and in the types of technical challenges they address. This envisaged growth is likely to occur as a result of TNRF's and other organisations' policy advocacy and civil-society-building efforts (previous two themes).*

**Figure 3: TNRF's logical framework**

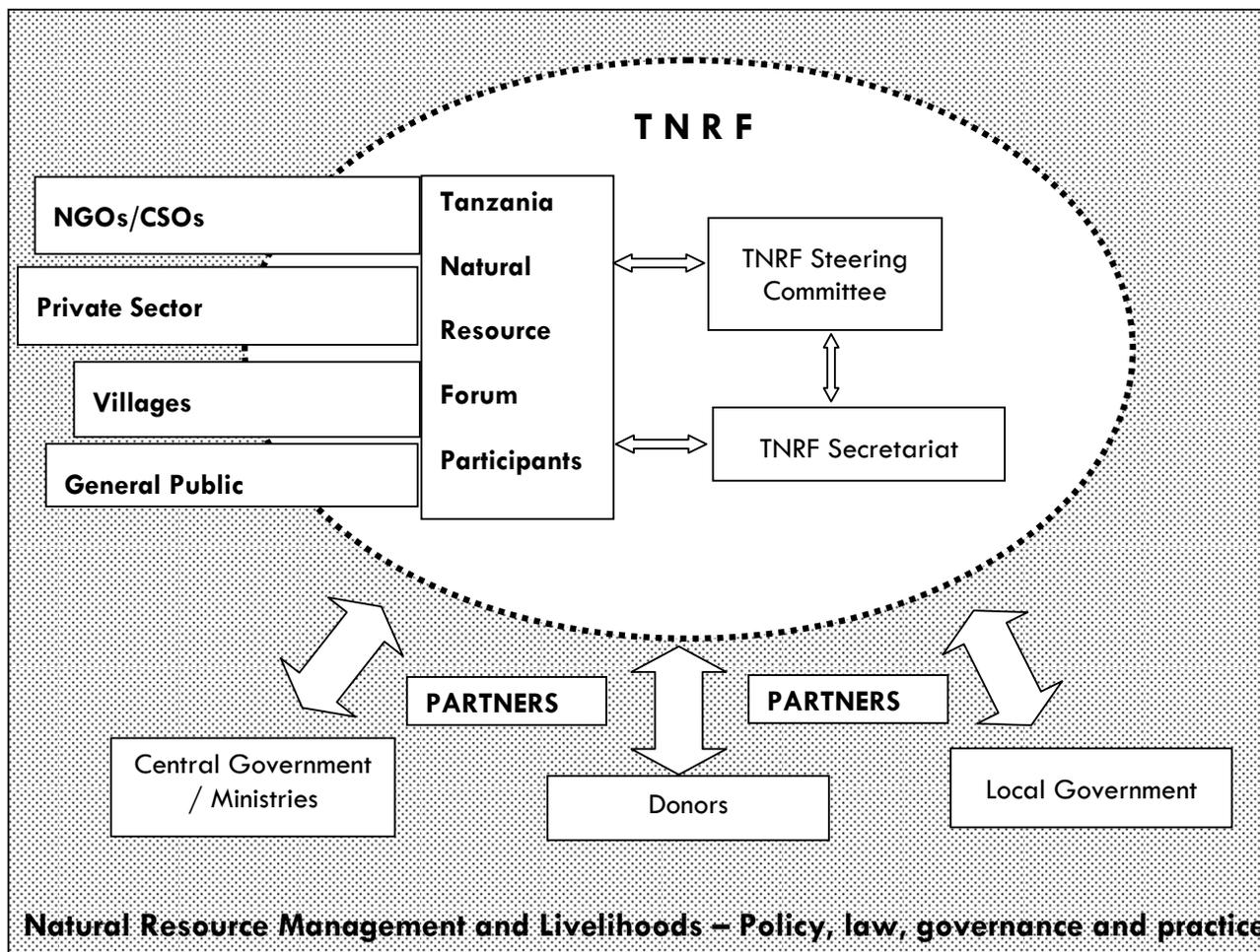


## TNRF'S STRUCTURE, PARTICIPATION AND OPERATION

### Structure and participation:

TNRF operates as a civil society organisation, in which any interested organisation and person can participate without having to pay a fee. The Steering Committee is drawn by consensus from those regularly participating at meetings, and is comprised of participants most able to contribute their time and expertise to directing TNRF. A small Secretariat (currently one coordinator and one assistant) provides all the administrative support for the TNRF and is also responsible for facilitating much of TNRF's networking and strategy development.

Figure 4. The Structure and Relationships of TNRF



### KEY TNRF PARTICIPANTS

Currently the TNRF has several key NGO partners (in addition to a number of committed individuals) who continue to make core contributions to TNRF's ongoing development.

- *Sand County Foundation Tanzania* - an NGO which works to support CBNRM in Tanzania by working through a number of Tanzanian and regional partners. Sand County Foundation Tanzania is committed to the long-term support of TNRF.
- *Norwegian People's Aid* - has recognised the significance of the work of TNRF and has provided core funding to support TNRF's activities in the last two years.
- *Ujamaa Community Resource Trust* - a Tanzanian NGO that works in partnership with rural people in northern Tanzania to support CBNRM development. The Trust supports

TNRF both financially and in terms of strong links to village-based NRM and other developments.

- *HAKIKAZI CATALYST* - an NGO based in Arusha that works to support people's abilities to understand and engage with government policy.
- *PINGOS* - a pastoralist network of NGOs that carries out policy advocacy on behalf of pastoralists nationally and works to promote pastoralist development and rights.
- *The Policy Forum* - a CSO that brings together NGOs for policy advocacy and activism.
- *Wildlife Conservation Society* - an international conservation NGO has, through the Tarangire Elephant Project, provided important technical and financial inputs to the TNRF.
- *Wildlife Conservation Society of Tanzania* - the national nature conservation society has supported TNRF by providing an institutional and legal affiliation.

#### **TNRF'S PERFORMANCE TO DATE**

The TNRF carried out a self-evaluation in October 2004 in light of its growth over the past three years. TNRF's achievements to date have been realized through collaborative partnerships and relatively minimal inputs of funds. In the summary points that follow, there are as many weaknesses as there are strengths - a reflection of the complexity and challenging task of building a strong civil-society-based natural resource management network - a process that has never been attempted before in Tanzania.

#### **Strengths:**

- A growing membership base reflecting increasing diversity of participants and increased communication and information flow between stakeholders, leading to increased collaboration between stakeholders;
- Establishing a credible and formal forum for discussion of NRM and policy issues, as well as the design of civil society advocacy plans;
- Creating a better understanding of laws, policies and issues surrounding NRM amongst TNRF participants and their constituents;
- An improved capacity of participants to engage in policy advocacy and support their constituents based on that understanding;
- Challenging and changing assumptions about wildlife, land and pastoral issues;
- And, an increased focus on the importance of holistic ecosystem level management.

#### **Weaknesses:**

- A limited range of participants and partners, with too much concentration in NGO representatives from northern Tanzania- we need a broader range of geographic, natural resource sectors, and government and donor engagement;
- Increasing understanding of the relevance of macro policies, and their links to NRM issues, has been limited to a core group of participants;
- Knowledge of other macro policy areas, particularly agriculture, livestock and local government reform still weak and needs to become more fully understood;
- Too much use of jargon, acronyms technical language and English has intimidated participants from engaging in policy discussions;
- Improved, but not enough Tanzanian leadership and participation;
- And, insufficient emphasis on grassroots organization and activism in policy arena - force for change must come from citizenry.

#### **NEEDS ASSESSMENT:**

In order for TNRF to continue to build a lasting foundation for a civil society network, it has to continue its measured growth that is a reflection of the needs and demands of its participants.. The issues which TNRF chooses to tackle should be chosen and supported by a broad base of

participants, and the expertise needs to tackle those issues should largely be found within the participants.

While TNRF has grown substantially over the last few years, there is a need to continue that growth supported by a diversity of funding sources both within TNRF and externally. TNRF should aim to receive roughly 40% of its core funding for both administration and programs from its participants, and the remaining balance from outside donor sources. Overall, TNRF should cultivate long terms support that matches the aims of TNRF to be long-term initiative rather than a short-term project.

APPENDICES:

APPENDIX 1: TNRF LOGICAL FRAMEWORK

**== PRIORITY ISSUE**

**== ISSUE DEPENDENT ON MEMBER SUPPORT**

Primary Activities	Sub-Activities	Indicators	Means of verification	Responsible Organisation(s)	Jan- March '06	Mar -May '06	Jun- Aug '06	Sept - Dec. '06
<b>Theme A: ADVOCACY FOR IMPROVED NATURAL RESOURCE GOVERNANCE, CROSS-SECTORAL INTEGRATION AND FREEDOM OF INFORMATION</b>								
<b>Objective 1: The TNRF effectively engaged in improving natural resource and macro-level policies, laws and programmes for equitable, sustainable and locally viable livelihoods and land-use outcomes.</b>								
1.1 TNRF engaged in key government policy, law and strategy development processes	1.1.1 TNRF's role in the budgeting & Public Expenditure Review process maintained;	<ul style="list-style-type: none"> <li>- Increased knowledge</li> <li>- Become member of EWG</li> <li>- Attend meetings</li> </ul>		Lead: TNRF Secretariat				
	1.1.2 Follow up engagement on NSGRP implementation and Poverty Monitoring Strategy continued;	<ul style="list-style-type: none"> <li>- CSO Trainings on Poverty-Environment Linkages in MKUKUTA implementation</li> </ul>						
	1.1.3 <b>Wildlife Conservation Act: a strategy for engaging with the draft bill reassessed and implemented;</b>	<ul style="list-style-type: none"> <li>- Members engaged and support confirmed</li> <li>- Strategy designed</li> <li>- Strategy implemented with sufficient member support</li> </ul>				?	?	

Primary Activities	Sub-Activities	Indicators	Means of verification	Responsible Organisation(s)	Jan- March '06	Mar –May '06	Jun- Aug '06	Sept – Dec. '06
	1.1.4 An understanding of the relationship between the LGR programme and natural resource governance and management created & disseminated;	<ul style="list-style-type: none"> <li>- Increased knowledge</li> <li>- Coordinated training program and materials completed</li> </ul>						
	1.1.5 Engagement in forestry issues expanded; and links to other sectors built	<ul style="list-style-type: none"> <li>- Forestry Working Group created</li> <li>- Forestry Working Group functioning</li> </ul>						
	1.1.6 Engagement in the implementation of the new land-legislation continued.	<ul style="list-style-type: none"> <li>- Information on land legislation disseminated</li> <li>- Engagement with National Land Forum established</li> </ul>						
	1.1.7 TNRF becomes a formal member of Policy Forum to maintain awareness and engagement of macro policy issues	<ul style="list-style-type: none"> <li>- Complete membership forms</li> <li>- Attend PF meetings</li> </ul>						
	1.1.8 Engagement in MKURABITA designed for awareness raising in conjunction with partners, NPA, IIED, JOLIT, etc.	-						

Primary Activities	Sub-Activities	Indicators	Means of verification	Responsible Organisation(s)	Jan- March '06	Mar –May '06	Jun- Aug '06	Sept – Dec. '06
1.2 Advocacy utilized to address specific emerging policy issues on behalf of its participants;	1.2.1 Wildlife Management Area Regulations and implementation reviewed;	<ul style="list-style-type: none"> <li>- Partners agreed on Terms of Reference for review</li> <li>- Review carried out</li> <li>- Dialogue with WD on recommendations completed</li> </ul>		Lead: TNRF Secretariat  Support:		?		
	1.2.2 Engagement in advocacy on the draft Livestock Policy & draft Rangelands Management bill continued through the Rangelands & Livelihoods Working Group	<ul style="list-style-type: none"> <li>- Working Group mandate confirmed</li> <li>- Working Group administration determined</li> <li>- Recommendations made on drafts</li> </ul>					?	?
1.3 TNRF reported to its participants and gathered feedback on policy development processes and outcomes;	1.3.2 Provision of quarterly seminars on topical issues for TNRF participants continued.  Contingent on member interest and support	<ul style="list-style-type: none"> <li>- Seminars held and reports produced</li> </ul>		TNRF Secretariat	?	?	?	?
1.4 The TNRF worked to improve its points of entry within government – in the executive, legislature and judiciary, and built constructive partnerships and	1.4.1 TNRF had improved engagement with parliamentarians on natural resource governance issues;	<ul style="list-style-type: none"> <li>- Potential allies among MPs and Ministers identified</li> <li>- Seminar for newly elected politicians on critical NR issues held</li> </ul>		Potential collaboration with SUNY program after elections				

Primary Activities	Sub-Activities	Indicators	Means of verification	Responsible Organisation(s)	Jan- March '06	Mar –May '06	Jun- Aug '06	Sept – Dec. '06
relationships.	1.4.2 Strategy for government engagement designed.	<ul style="list-style-type: none"> <li>- Strategy designed</li> <li>- Strategy implemented</li> </ul>						
<b>Objective 2: The TNRF effectively engaged in the collection, analysis and dissemination of information on improved natural resource management and governance.</b>								
2.1 TNRF designed a comprehensive communications and public relations strategy.	2.1.1 A well targeted and strategic publication programme developed if a source of funds presents itself (otherwise delayed until 2007 due to HR constraints);	<ul style="list-style-type: none"> <li>- Program designed</li> <li>- Program implemented</li> </ul>						
	2.1.2 Re-design & publication of the WWG/TNRF syllabus completed; (see stipulations above)	<ul style="list-style-type: none"> <li>- Second edition produced</li> <li>- Second edition disseminated</li> </ul>						
	2.1.3 TNRF website development continued;	<ul style="list-style-type: none"> <li>- Website completed</li> <li>- Website updated regularly</li> </ul>						
	2.1.4 TNRF created public relations strategy to stimulate better public understanding of TNRF objectives and increased membership enrolment;	<ul style="list-style-type: none"> <li>- Strategy developed &amp; implemented</li> </ul>						

Primary Activities	Sub-Activities	Indicators	Means of verification	Responsible Organisation(s)	Jan- March '06	Mar –May '06	Jun- Aug '06	Sept – Dec. '06
	2.1.5 Inventory of existing Natural Resource publications in Tanzania; identified and developed potential partnerships. (intern)	- Inventory created & maintained						
2.2 Research to fill critical information gaps commissioned and conducted in collaboration with participants and partners.	2.2.1 Critical information gaps identified;	- Information gaps and research questions database created						
	2.2.2 Identify funding to be able to fill information gaps	- Grants secured						
	2.2.2 Collaborated with research institutions and other CSOs to conduct research and fill information gaps;	- Collaborations developed						
	2.2.3 Commissioned research papers to fill information gaps.	- Research papers commissioned - Research papers completed						
2.3 Easily accessible resource center opened and maintained.	2.3.1 Develop and update resource center holdings, including development of catalogue of needed resources. (intern)	- Resource center developed						
<b>B. Strengthening civil society's ability to hold government accountable</b>								

Primary Activities	Sub-Activities	Indicators	Means of verification	Responsible Organisation(s)	Jan- March '06	Mar –May '06	Jun- Aug '06	Sept – Dec. '06
<b>Objective 3: Strong communication and collaboration between grassroots and other natural resource management stakeholders developed.</b>								
3.1	Communication regularly exchanged between participants and Secretariat.	3.1.1 Regular bi-monthly TNRF meetings held.	- Meetings held					
3.2	The TNRF expanded its participant base.	3.2.1 Developed private sector participation;	- Private sector attends meetings and events - Private sector financially supports					
		3.2.2 Developed community wildlife forum.	- Community wildlife developed and funding obtained	Need significant member support/ ownership				
<b>Objective 4: Improved capacity of grassroots and civil society organisations to hold government accountable on rural livelihood and natural resource management issues.</b>								
4.1	The TNRF enabled and supported the institutional capacity of its participants by providing demand-driven training and education opportunities.	4.1.1 Capacity building trainings for advocacy engagement held; (Dependent on member demand/ financial support)	- Trainings developed and conducted		?	?	?	?
		4.1.2 Journalist training conducted if funds are made available. Low priority due to HR constraints.	- Journalist capacity training held - Impact of training monitored		?	?	?	?

Primary Activities	Sub-Activities	Indicators	Means of verification	Responsible Organisation(s)	Jan- March '06	Mar –May '06	Jun- Aug '06	Sept – Dec. '06
<b>Objective 5: TNRF managed effectively and accountably and developed appropriately in relation to the needs of its participants, with a sustainable programme of monitoring and evaluation.</b>								
5.1 TNRF Secretariat appropriately staffed and efficiently organised.	5.1.1 TNRF Secretariat's human resource requirements periodically assessed and fulfilled.	- Human resource evaluations conducted and reports completed						
	5.1.2 TNRF intern program for recent graduates from relevant Tanzanian institutions designed & started							
5.2 TNRF Steering Committee maintained an active and effective executive role.	5.2.1 Bi-monthly Steering Committees held and greater levels of input and active participation secured from Committee members.	- Meetings held - Quality of Steering Committee meetings monitored according to criteria (TBD)						
5.3 TNRF Secretariat actively assessed demand and needs of TNRF participants.	5.3.1 Regular polls conducted to gauge participants satisfaction with TNRF and their interests.	- Annual poll conducted - Format & success of survey reviewed						
5.4 TNRF secured sufficient funds from its participants (aprx. 40%) and supporters (aprx.60%).	5.4.1 Financial strategy and guidelines developed;	- Strategy and guidelines developed - Strategy and guidelines implemented						

Primary Activities	Sub-Activities	Indicators	Means of verification	Responsible Organisation(s)	Jan- March '06	Mar –May '06	Jun- Aug '06	Sept – Dec. '06
	5.4.2 Long-term financial support diversified;	- Financial records & agreements						
	5.4.3 Annual financial program support secured from various donors;	- Financial records & agreements						
	5.4.4 Collaborative financial partnerships with TNRF participants continued.	- Financial records & agreements - % of funds coming from TNRF participants						
5.5 The TNRF maintained an effective and sustainable programme of monitoring and evaluation.	5.5.1 Affordable and on-going monitoring and evaluation program designed as appropriate and contingent on funding and HR availability.	- M& E program designed - M & E program implemented according to indicators			?	?	?	?
<b>A. Providing technical support to landholders for natural resource management</b>								
<b>Objective 6: The technical management capacity of TNRF local level participants supported through demand-driven development of resource materials and collaborative networking, promoting best practices in natural resource management.</b>								

Primary Activities	Sub-Activities	Indicators	Means of verification	Responsible Organisation(s)	Jan- March '06	Mar –May '06	Jun- Aug '06	Sept – Dec. '06
					?	?	?	?
6.1 Collaborative, innovative solutions to NRM problems facilitated and designed.	6.1.1				?	?	?	?
6.2 Strategic training and educational opportunities provided to build NRM capacity.	6.2.1 Occasional seminar series on natural resource planning issues and skills conducted. (Dependent on member demand & funding)	- Seminar conducted - Training materials produced - Feedback provided by seminar participants			?	?	?	?
6.3 Best practice tool kits developed.	6.3.1 Community Based Tourism Development Tool Box Developed; dependent on opportunistic funding	- Tool kits developed - Tool kits disseminated				?	?	?
	6.3.2 Participatory Village Land Use Planning Tool Box Developed; dependent on opportunistic funding.	- Tool kits developed - Tool kits disseminated				?	?	?
6.4 Database of natural resource stakeholders and projects created.	6.4.1 Update and maintain a database of human resources and organisations available for supporting CBNRM.. (intern)	- Database						