TNRF STRATEGY AND ANNUAL PLAN 2005- 2006

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Prepared by the TNRF Secretariat

www.wcst-arusha.tnrf.org

A project of the
Wildlife Conservation Society of Tanzania – Arusha Branch

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The TNRF Secretariat welcomes comments and suggestions about this document.

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Acronyms

CBNRM	Community-based natural resource management
CSO	Civil-society organisation
DFID	Department for International Development (United Kingdom)
FBD	Forest and Beekeeping Division
IIED	International Institute for Environment and Development (United Kingdom)
JOLIT	Joint Livelihoods Initiative in Tanzania
LGR	Local government reform
NGO	Non-governmental organisation
NPA	Norwegian People's Aid
NSGRP/MKUKUTA	National Strategy for Growth and Poverty Reduction
PF	Policy Forum
PINGOs	Pastoralist Indigenous Non-Governmental Organisation
SCF-Tz	Sand County Foundation – Tanzania
SUNY	State University of New York
TAPHGO	Tanzania Pastoralist Hunter and Gatherers Organisation
TATO	Tanzania Association of Tour Operators
TFCG	Tanzania Forest Conservation Group
TNRF	Tanzania Natural Resource Forum
WCS	Wildlife Conservation Society (New York)
WCST	Wildlife Conservation Society of Tanzania
WWF-Tz	World-Wide Fund for Nature – Tanzania

Summary Strategy Statement

TNRF is a collective civil society-based 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.

1 The TNRF: An Introduction

The Tanzania Natural Resource Forum[1] 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.

1.1 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

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 (NSGRP/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, and an overall loss of local level rights;

   Insufficient cross-sectoral coordination – in natural resource governance institutions;

   A failure of government to implement devolutionary policies - particularly in the wildlife sector, with substantial adverse impacts for livelihoods and poverty reduction[2];

[1] The Tanzania Natural Resource Forum changed its name from the Wildlife Working Group in October 2004.

[2] The examples given are provided for illustrative purposes.

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

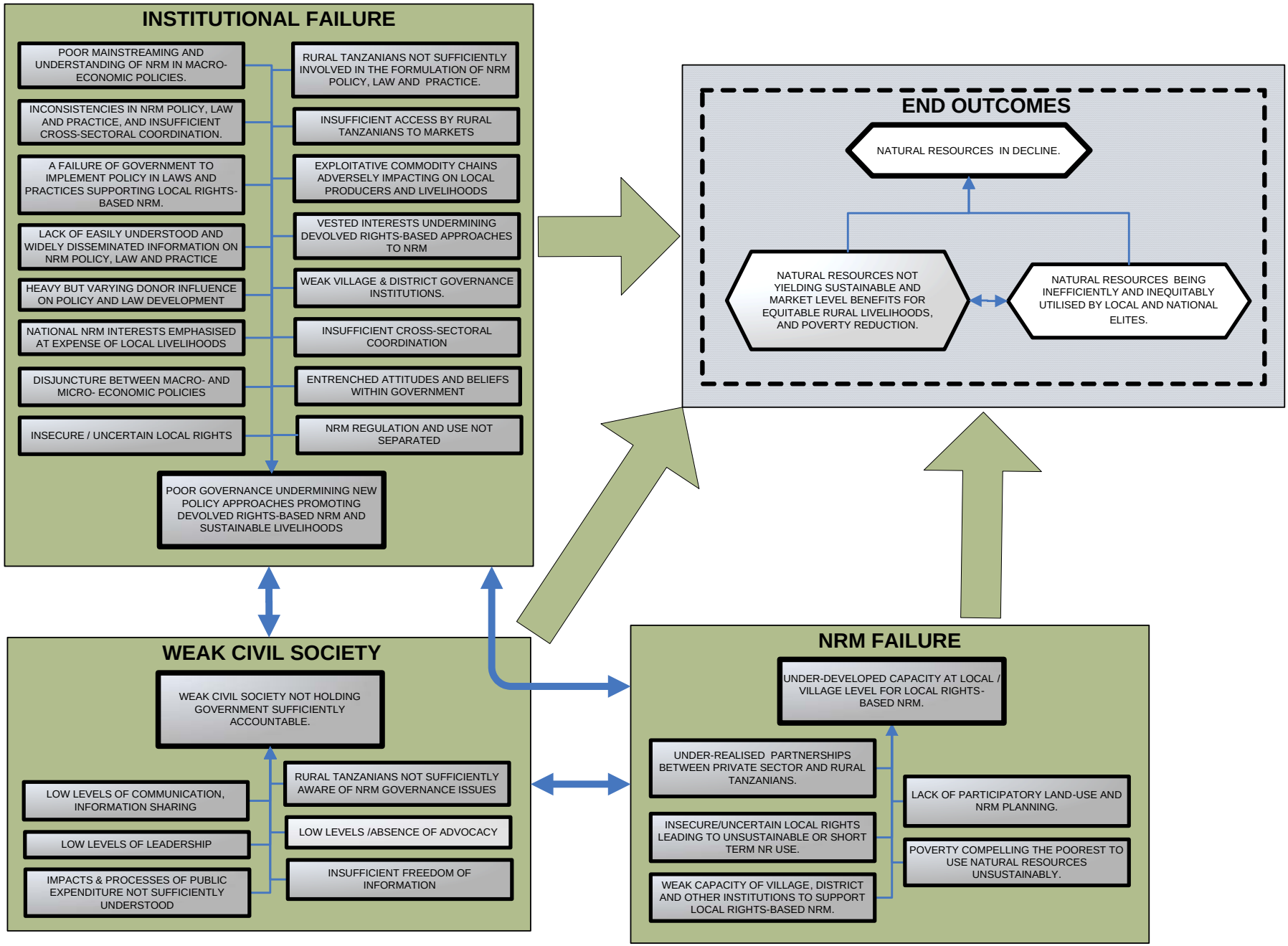
Low levels of leadership and coalition building – although different groups within civil society with an interest in natural resource management are now beginning to realise the advantages of common interest.

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.

2 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.

2.1 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 to 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 better reflect 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 on a demand-driven basis. 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 natural resource 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:

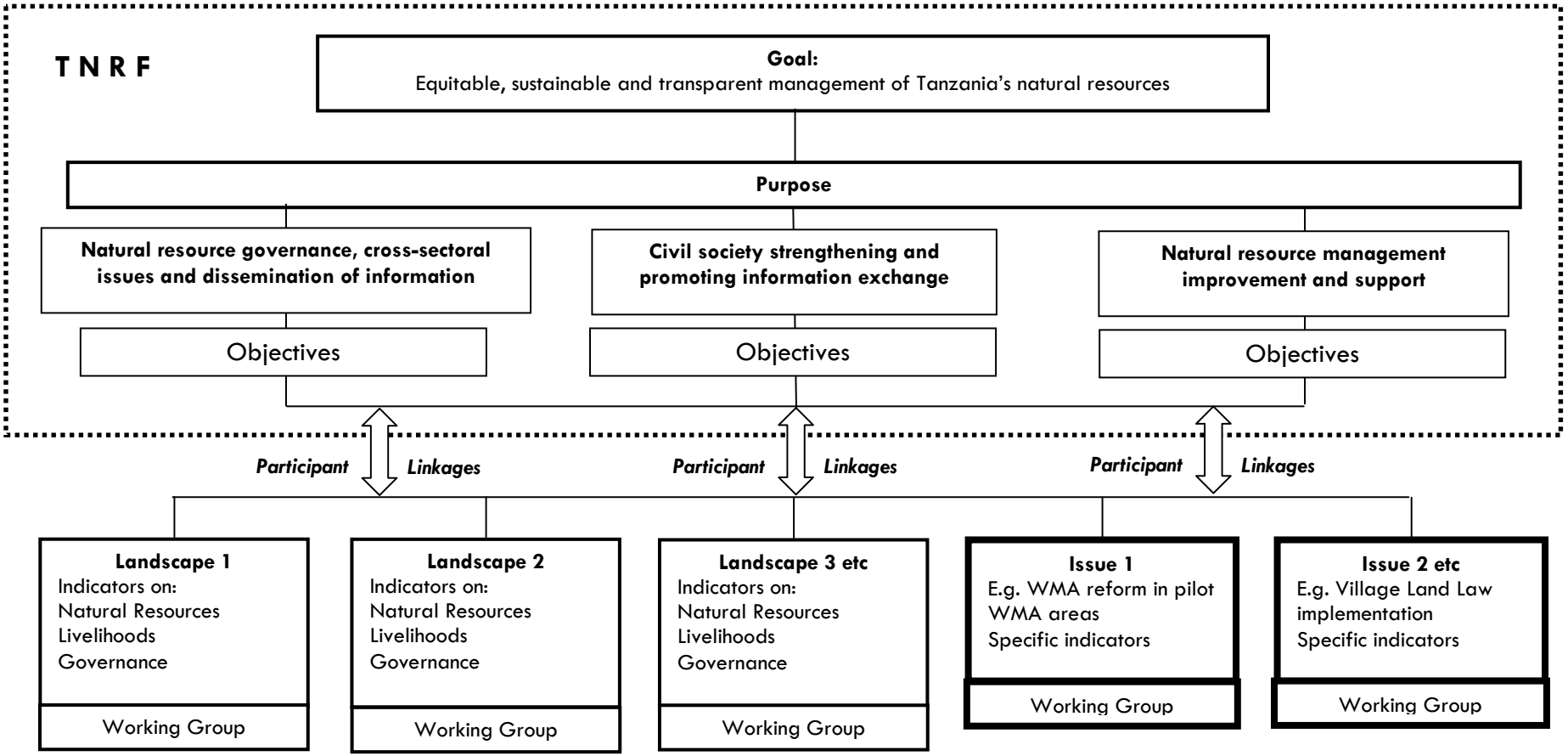
- participant involvement in planned activities;
- participant financial support of TNRF activities and overheads;
- participant identification of rising issues;
- participant engagement in coordinating and/or financing reactive activities, and;
- participant involvement in focal area or focal issue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

An underlying aim of this approach is to minimise the transaction costs of civil society's involvement in participating in TNRF. Membership of TNRF is not a pre-requisite for participation, although it will be encouraged and be availed free of charge.

A fundamental principle underlying TNRF's work programme is that it should be entirely driven by the needs and demands of its participants – both in terms of the issues it addresses and the approaches it adopts. Thus TNRF aims to further the objectives of each individual or organizational participant that are common to the interests of wider civil society. These common objectives are likely to be more easily achieved as a result of TNRF's collaborative approach. Thus TNRF aims to be a truly collaborative network driven by civil society. Whenever possible, TNRF works in partnership with key non-civil society stakeholders, such as government and international development partners.

The TNRF is governed by a steering committee of elected (although by consensus currently appointed) participants. The steering committee represents the interests of TNRF's participants, and is directly accountable to them. Strict guidelines are under-development which will ensure that the steering committee will not be able to use TNRF for its own ends contrary or in indifference to the interests of TNRF's participants.

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 practices for the private sector – e.g. community joint venture agreements
Natural resource governance strengthening e.g. at district and village level
Natural resource conflict resolution – e.g. herder – 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.

3 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 issues identified in the problem analysis:

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.

Outputs:

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 Regular reporting to TNRF participants and gathering of feedback on policy development processes and outcomes carried out by the Secretariat;
1.4 Points of entry for TNRF within government – in the executive, legislature and judiciary – improved and constructive partnerships and relationships built.

Activities:

1.1.1 Maintaining TNRF's role in the Public Expenditure Review process;
1.1.2 Following up engagement on National Strategy for Growth and Reduction of Poverty implementation and Poverty Monitoring Strategy;
1.1.3 Reassessing and implementing a strategy for engaging with the draft Wildlife Conservation Bill;
1.1.4 Developing and disseminating an incisive synthesis of the relationship between the local government reform programme and natural resource governance and management;
1.1.5 Expanding TNRF's engagement in forestry issues;
1.1.6 Continuing TNRF's engagement in the implementation of the new land-legislation.

1.2.1 Reviewing the Wildlife Management Area Regulations and implementation process and experience-to-date;
1.2.2 Continuing TNRF's engagement with livestock policy issues and advocacy.

1.3.1 Providing quarterly seminars on topical issues for TNRF participants.

1.4.1 Improving TNRF's engagement with parliamentarians on natural resource governance issues;
1.4.2 Designing a wider strategy for government engagement.

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

Outputs:

2.1 A comprehensive TNRF communications and public relations strategy designed and implemented.
2.2 Research to fill critical information gaps commissioned and conducted in collaboration with participants and partners.
2.3 An easily accessible resource centre opened and maintained.

Activities:

2.1.1 Developing a well targeted and strategic publication programme;
2.1.2 Re-publishing the WWG/TNRF syllabus;
2.1.3 Continuing to develop the TNRF website;
2.1.4 Developing a TNRF marketing and public relations strategy;
2.1.5 Developing an inventory of existing Natural Resource publications in Tanzania and identifying potential publication partners.

2.2.1 Identifying critical information gaps;
2.2.2 Collaborating with research institutions and other CSOs to conduct research and fill information gaps;
2.2.3 Commissioning research papers to fill information gaps.

2.3.1 Developing and updating resource centre holdings, including development of a 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.

Outputs:

3.1 Communication regularly exchanged between participants and Secretariat;

3.2 The TNRF participant base expanded.

Activities:

3.1.1 Hold regular bi-monthly TNRF meetings.

3.2.1 Developing private sector participation;

3.2.2 Developing 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.

Outputs:

4.1 The institutional capacity of TNRF's participants supported by providing demand-driven training and education opportunities.

Activities:

4.1.1 Carrying out capacity building training for advocacy engagement;

4.1.2 Facilitating journalist training.

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.

Outputs:

5.1 TNRF Secretariat appropriately staffed and efficiently organised;

5.2 An active and effective executive role maintained by TNRF Steering Committee;

5.3 The needs of TNRF participants actively and effectively assessed by the Secretariat;

5.4 Sufficient funds secured from TNRF participants (approx. 40%) and supporters (approx. 60%);

5.5 An effective and sustainable programme of monitoring and evaluation designed & maintained.

Activities:

5.1.1 Periodically assessing TNRF Secretariat's human resource requirements to ensure they are consistent with TNRF's needs.

5.2.1 Holding quarterly Steering Committees and securing greater levels of input and active participation from Committee members.

5.3.1 Conducting regular polls to gauge participants' satisfaction with TNRF and their interests.

5.4.1 Developing a financial strategy and guidelines;
5.4.2 Diversifying long-term financial support;
5.4.3 Securing annual financial program support from various donors;
5.4.4 Continuing collaborative financial partnerships with TNRF participants.

5.5.1 Designing and implementing an affordable monitoring and evaluation program.

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.

Outputs:

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 A database of natural resource stakeholders and projects created.

Activities:

6.1.1 Key NRM problems are identified and innovative solutions by are piloted, documented and replicated by TNRF participants.

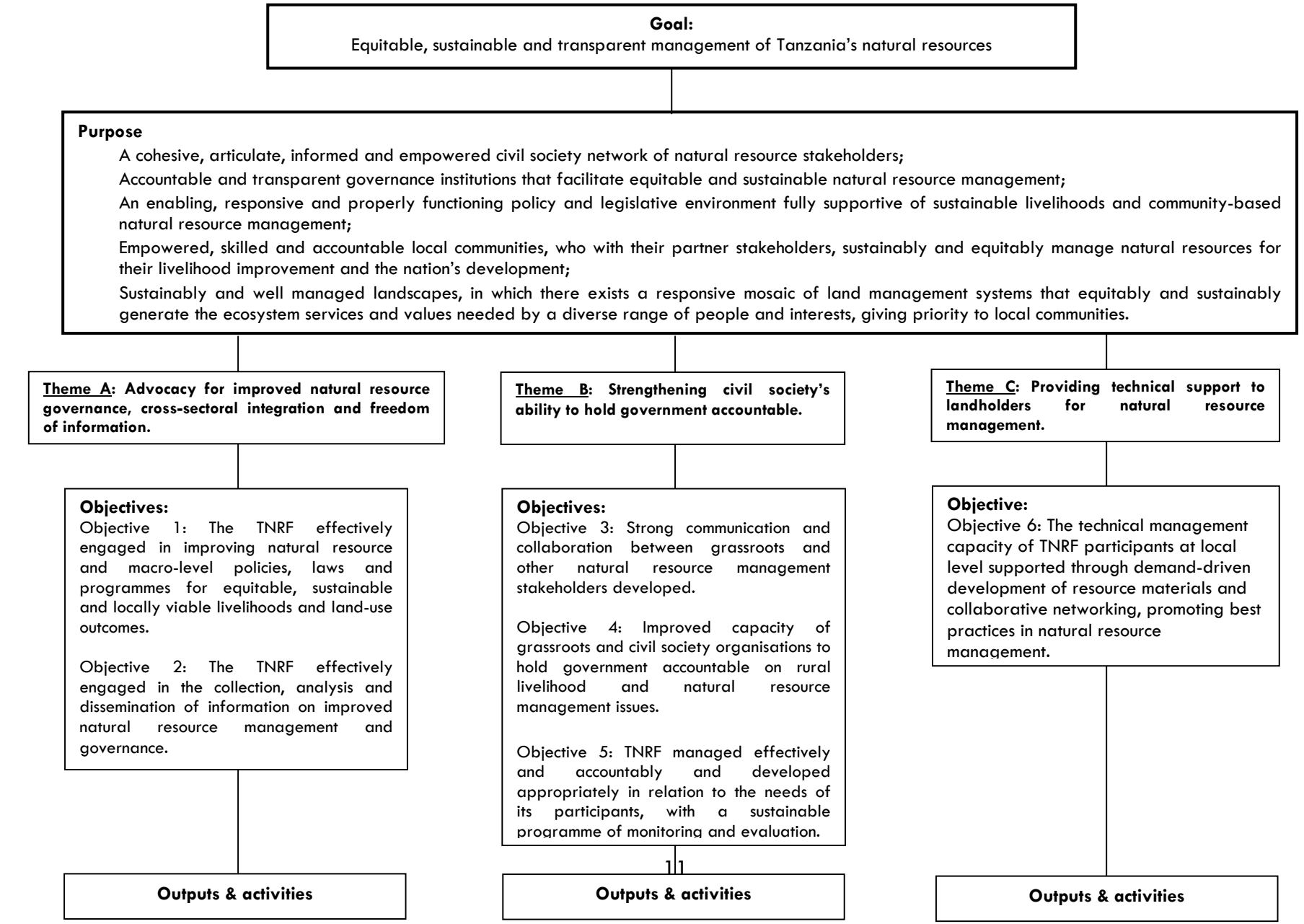
6.2.1 Conducting occasional seminar series on natural resource planning issues and skills.

6.3.1 Developing a community-based tourism development tool box;
6.3.2 Developing participatory a village land use planning tool box.

6.4.1 Updating and maintaining 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

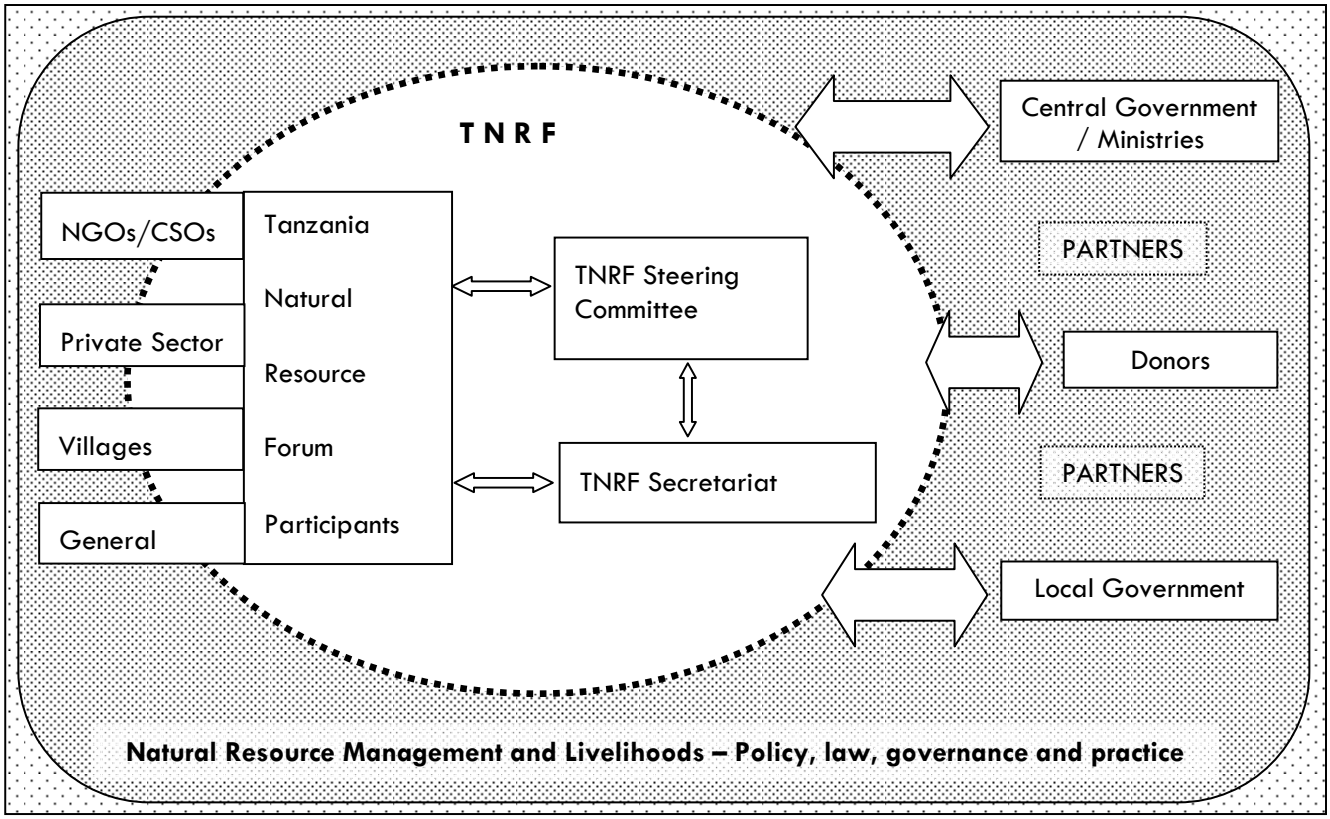


4 TNRF's structure, participation and operation

4.1 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



4.2 Operation:

The TNRF holds bi-monthly meetings at which participants report on natural resource developments and livelihoods issues occurring in the landscapes in which they work and/or live. Topical issues are discussed and plans of action are agreed as necessary between participants. The Steering Committee meets quarterly to discuss and direct TNRF's development and strategic planning. The Coordinator maintains links and dialogue between participants in between meetings

Thus far the TNRF has relied quite heavily on the voluntary commitment of its participants - and particularly the Steering Committee - to realise its outputs and activities. However, many participants already maintain full-time work commitments, and the Secretariat has sometimes struggled to secure as much active participation from its participants as needed. This appears to be characteristic problem for CSOs reliant on the voluntary inputs of their members/participants. TNRF is working to ameliorate the problem by expanding its secretariat to ensure that greater support is given to its participants' involvement and that the TNRF is reliably able to achieve its objectives. A further approach is to strongly recommend to TNRF participants that they budget in their own work schedules and programmes for the time and cost of actively participating in TNRF.

As part of TNRF's re-launch and transition to a CSO that focuses on a broad but strongly inter-related set of natural resource management, governance and livelihoods issues, a more formal approach to planning has been adopted (e.g. see the log-frame in the appendices). However, part of TNRF's success thus far has been its ability to flexibly respond on behalf of its participants to unanticipated developments at policy level and on the ground. Thus while the logical framework approach is a useful tool for TNRF's strategic outlook and operation, it is essential the TNRF retain a flexible approach to its programme. Currently, it is envisaged that about 70 per cent of TNRF's programme will be formally planned, and 30 per cent carried out on a strategically *ad h*oc and flexible basis.

4.3 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.

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.

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.

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 TRNF.

Wildlife Conservation Society of Tanzania - the national nature conservation society has supported TNRF by providing an institutional and legal affiliation.

5 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.

5.1 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.

5.2 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 polices, 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.

6 Funding Strategy:

In order to continue to build a lasting foundation for a civil society network, TNRF needs 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 to tackle those issues should largely be drawn as much from 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. TNRF will develop a funding strategy to ensure this and to diversify it's sources of support. 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

Outputs	Activities	Indicators	Means of verification	Responsible Organisation(s)	Budget	April – Dec 05	Jan- June 06	Jul –Dec 06
<u>THEME A</u>: 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.								
1.1 TNRF engaged in key government policy, law and strategy development processes	1.1.1 Maintaining TNRF's role in the Public Expenditure Review process;	- Become member of EWG - Attend meetings		TNRF Secretariat	PF grant?			
	1.1.2 Following up engagement on National Strategy for Growth and Reduction of Poverty implementation and Poverty Monitoring Strategy;	- TNRF has a formalized role in the PMS - Joint strategy developed - Strategy implemented for monitoring of NSGRP implementation		TNRF Secretariat	PF grant?			

Outputs	Activities	Indicators	Means of verification	Responsible Organisation(s)	Budget	April – Dec 05	Jan- June 06	Jul –Dec 06
	1.1.3 Reassessing and implementing a strategy for engaging with the draft Wildlife Conservation Bill;	- Strategy designed - Strategy implemented		Lead: TNRF Secretariat, WWF-Tz and SCF-Tz	WWF?			
	1.1.4 Developing and disseminating an incisive synthesis of the relationship between the local government reform programme and natural resource governance and management;	- Coordinated training program and materials completed		Lead: TNRF Secretariat and HakiKazi?	PF grant?			
	1.1.5 Expanding TNRF's engagement in forestry issues;	- Forestry Working Group created - Forestry Working Group functioning		Lead: TNRF Secretariat and TFCG	$450 Additional funds from FBD? TFCG?			
	1.1.6 Continuing TNRF's engagement in the implementation of the new land-legislation.	- Information on land legislation disseminated - Engagement with National Land Forum established		Lead: JOLIT, HakiArdhi, SCF-Tz and TNRF Secretariat?	Oxfam? JOLIT? TNRF contribution for ad hoc events			

Outputs	Activities	Indicators	Means of verification	Responsible Organisation(s)	Budget	April – Dec 05	Jan- June 06	Jul –Dec 06
1.2 Advocacy utilized to address specific emerging policy issues on behalf of its participants;	1.2.1 Reviewing the Wildlife Management Area Regulations and implementation process and experience-to-date;	- Partners agreed on Terms of Reference for review - Review carried out - Dialogue with WD on recommendations completed		Lead: TNRF Secretariat, WWF-Tz and SCF-Tz	WWF?			
	1.2.2 Continuing TNRF's engagement with livestock policy issues and advocacy.	- Alternative policy sections incorporated into draft policy		Lead: TNRF Secretariat, PINGOs, TAPHGOs, IIED-Reconcile and Vetaid	-			
1.3 Regular reporting to TNRF participants and gathering of feedback on policy development processes and outcomes carried out by the Secretariat;	1.3.1 Providing quarterly seminars on topical issues for TNRF participants.	- Seminars held and reports produced		TNRF Secretariat	PF Grant?			
1.4 Points of entry for TNRF within government – in the executive, legislature and judiciary – improved and	1.4.1 Improving TNRF's engagement with parliamentarians on natural resource governance issues;	- Seminar for newly elected politicians on critical NR issues held		Potential collaboration with SUNY program after elections				

Outputs	Activities	Indicators	Means of verification	Responsible Organisation(s)	Budget	April – Dec 05	Jan- June 06	Jul –Dec 06
constructive partnerships and relationships built.	1.4.2 Designing a wider strategy for government engagement.	- Strategy designed - Strategy implemented		TNRF Secretariat and HakiKazi?	-			
Objective 2: The TNRF effectively engaged in the collection, analysis and dissemination of information on improved natural resource management and governance.								
2.1 A comprehensive TNRF communications and public relations strategy designed and implemented.	2.1.1 Developing a well targeted and strategic publication programme;	- Program designed - Program implemented		TNRF Secretariat	-			
	2.1.2 Re-publishing the WWG/TNRF syllabus;	- Second edition produced - Second edition disseminated		CARE, WCS, DFID, PF?	Need $10,000			
	2.1.3 Continuing to develop the TNRF website;	- Website completed - Website updated regularly		TNRF Secretariat	2005: $125 2006: $10,000			
	2.1.4 Developing a TNRF marketing and public relations strategy;	- Strategy developed & implemented		TNRF Secretariat				
	2.1.5 Developing an inventory of existing Natural Resource publications in Tanzania and identifying potential publication partners.	- Inventory created & maintained		TNRF Secretariat	-			
2.2 Research to fill critical information gaps commissioned and conducted	2.2.1 Identifying critical information gaps;	- Information gaps and research questions database created		TNRF Secretariat	-			

Outputs	Activities	Indicators	Means of verification	Responsible Organisation(s)	Budget	April – Dec 05	Jan- June 06	Jul –Dec 06
	2.2.2 Collaborating with research institutions and other CSOs to conduct research and fill information gaps;	- Collaborations developed		TNRF Secretariat				
	2.2.3 Commissioning research papers to fill information gaps.	- Research papers commissioned - Research papers completed		TNRF Secretariat				
2.3 An easily accessible resource centre opened and maintained.	2.3.1 Developing and updating resource centre holdings, including development of a catalogue of needed resources.	- Resource centre developed		TNRF Secretariat	$500			
<u>THEME B:</u> 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.								
3.1 Communication regularly exchanged between participants and Secretariat;	3.1.1 Hold regular bi-monthly TNRF meetings.	- Meetings held		TNRF Secretariat	$600			
3.2 The TNRF expanded its participant base.	3.2.1 Developing private sector participation;	- Private sector attends meetings and events - Private sector financially supports		TNRF Secretariat and TATO	-			

Outputs	Activities	Indicators	Means of verification	Responsible Organisation(s)	Budget	April – Dec 05	Jan- June 06	Jul –Dec 06
	3.2.2 Developing community wildlife forum.	- Community wildlife developed and funding obtained		TNRF Secretariat	-			
Objective 4: Improved capacity of grassroots and civil society organisations to hold government accountable on rural livelihood and natural resource management issues.								
4.1 The institutional capacity of TNRF's participants supported by providing demand-driven training and education opportunities.	4.1.1 Carrying out capacity building training for advocacy engagement;	- Trainings developed and conducted		TNRF Secretariat	PF grant			
	4.1.2 Facilitating journalist training.	- Journalist capacity training held - Impact of training monitored		TNRF Secretariat	PF Grant			
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.								
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		TNRF Secretariat	$850			
5.2 An active and effective executive role maintained by TNRF Steering Committee;	5.2.1 Holding quarterly Steering Committees and securing greater levels of input and active participation from Committee members.	- Meetings held - Quality of Steering Committee meetings monitored according to criteria (TBD)		TNRF Secretariat	$120			

Outputs	Activities	Indicators	Means of verification	Responsible Organisation(s)	Budget	April – Dec 05	Jan- June 06	Jul –Dec 06
5.3 The needs of TNRF participants actively and effectively assessed by the Secretariat;	5.3.1 Conducting regular polls to gauge participants' satisfaction with TNRF and their interests.	- Annual poll conducted		TNRF Secretariat	-			
5.6 Sufficient funds secured from TNRF participants (approx. 40%) and supporters (approx. 60%);	5.4.1 Developing a financial strategy and guidelines;	- Strategy and guidelines developed - Strategy and guidelines implemented		TNRF Secretariat	-			
	5.4.2 Diversifying long-term financial support;	- Financial records & agreements		TNRF Secretariat				
	5.4.3 Securing annual financial program support from various donors;	- Financial records & agreements		TNRF Secretariat	-			
	5.4.4 Continuing collaborative financial partnerships with TNRF participants.	- Financial records & agreements - % of funds coming from TNRF participants		TNRF Secretariat	-			
5.5 The TNRF maintained an effective and sustainable programme of monitoring and evaluation.	5.5.1 Designing and implementing an affordable monitoring and evaluation program.	- M& E program designed - M & E program implemented according to indicators		TNRF Secretariat	-			

Outputs	Activities	Indicators	Means of verification	Responsible Organisation(s)	Budget	April – Dec 05	Jan- June 06	Jul –Dec 06
<u>THEME C:</u> 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 local level participants supported through demand-driven development of resource materials and collaborative networking, promoting best practices in natural resource management.								
6.1 Collaborative, innovative solutions to NRM problems facilitated and designed;	6.1.1 Key NRM problems are identified and innovative solutions by are piloted, documented and replicated by TNRF participants.			TNRF Secretariat and TNRF participants	-			
6.2 Strategic training and educational opportunities provided to build NRM capacity;	6.2.1 Conducting occasional seminar series on natural resource planning issues and skills.	- Seminar conducted - Training materials produced - Feedback provided by seminar participants		TNRF Secretariat	-			
6.3 Best practice tool kits developed.	6.3.1 Developing a community-based tourism development tool box;	- Tool kits developed - Tool kits disseminated		TNRF Secretariat, TATO members and TNRF participants	-			
	6.3.2 Developing participatory a village land use planning tool box.	- Tool kits developed - Tool kits disseminated		TNRF Secretariat and TNRF participants	-			

Outputs	Activities	Indicators	Means of verification	Responsible Organisation(s)	Budget	April – Dec 05	Jan- June 06	Jul –Dec 06
6.4 A database of natural resource stakeholders and projects created.	6.4.1 Updating and maintaining a database of human resources and organisations available for supporting CBNRM.	- Database		TNRF Secretariat	-			
TOTAL Budget					**$9195**			

Appendix 2: TNRF 2005 Budget

Overheads	Unit Cost ($)	Units	TOTAL	Source	Notes
Facility rent	400.00	7.00	2,800.00	NPA	Ideally a centrally located house
Water	30.00	7.00	210.00	NPA	AUWASA
Electricity	30.00	7.00	210.00	NPA	TANESCO
Insurance	600.00	1.00	600.00	NPA	Need to investigate this option
Security	150.00	6.50	975.00	NPA	A day guard and a night guard at 75,000/ month
Internet connection (April - August)	55.00	5.00	275.00	WCS	Benson Online
Internet connection	180.00	5.00	900.00	NPA	Habari
Office Supplies	200.00	7.00	1,400.00	NPA	Including supplies to guards and garden
Bank fees	30.00	7.00	210.00	NPA	
Office support prior to May			400.00	WCS	
Vodacom recharge vouchers	150.00	6.00	900.00	NPA	Recharge vouchers for work phones issued to Coordinator, Program Officer, and Administrative Assistant
Auditor cost	1,000.00	1.00	1,000.00	NPA	
SUBTOTAL			**9,880.00**		
OFFICE CAPITAL INVESTMENT					
Computers	1,400.00	2.00	2,800.00	NPA	Computer Centre, Dar
Phones	100.00	2.00	200.00	NPA	Mobile handsets
Laser printer	345.00	1.00	345.00	NPA	Computer Centre, Dar
Furniture	3,500.00	1.00	3,500.00	NPA	See break down next Sheet
Internet Connection	250.00	1.00	250.00	NPA	Benson Online Portable Modem- bought and then resold
Wireless internet hub & DSL Box	250.00	1.00	250.00	NPA	Arusha Node Marie
UPS units	140.00	2.00	280.00	NPA	A&A Computers
Internet Connection	240.00	1.00	240.00	NPA	Arusha Node Marie
Digital Projector	1,800.00	1.00	1,800.00	NPA	Bring in from the States
SUBTOTAL			**9,665.00**		
PERSONNEL					
Coordinator			14,400.00	SCF-Tz	
Administrative Assistant	500.00	4.50	2,250.00	NPA	
Program Officer	1,800.00	3.00	5,400.00	NPA	
Job search costs	1,500.00	1.00	1,500.00	NPA	

Overheads	Unit Cost ($)	Units	TOTAL	Source	Notes
SUBTOTAL			**23,550.00**		
PROGRAM COSTS					
Staff transport	100.00	5.00	500.00	NPA	Local transport
Dar Travel: Plane tickets			2,400.00	SCF-Tz	
Dar Travel: Accomodations & Transport			7,200.00	SCF-Tz	
Photocopies			900.00	SCF-Tz	
Phone/fax/postal			600.00	SCF-Tz	
Misc. Office Supplies			250.00	SCF-Tz	
Coordinator Vehicle Use	0.75	3,000.00	2,250.00	SCF-Tz	
TNRF General Meetings	100.00	6.00	600.00	WCS	
TNRF Steering Committee Meetings	30.00	4.00	120.00	WCS	
Forestry networking meeting	450.00	1.00	450.00	WCS	
Monitoring Initiative			2,000.00	SCF-Tz	
Website Hosting	125.00	1.00	125.00	NPA	For 12 months, www.tnrf.org
Resource center acquisitions and copies	500.00	1.00	500.00	WCS	Potentially recruit donations from TNRF particpants
SUBTOTAL			**17,895.00**		
OTHER					
Organization registration fees	1,500.00	1.00	1,500.00	NPA	
SUBTOTAL			**1,500.00**		
TOTAL			**62,490.00**		

Appendix 3: TNRF Balance Sheet for 2005

INCOME				EXPENSE TOTALS
Office rent from Sand County Foundation	**Unit Cost**	**Units**	1,560.00	-
	240.00	6.50		
Sand County Foundation support			30,000.00	30,000.00
NPA			27,300.00	29,145.00
WCS			1,800.00	1,745.00
TOTALS			**60,660.00**	**60,890.00**