

Forestry, Governance and National Development An Advocacy and Public Awareness Initiative



**Planning Workshop
22nd – 23rd May, 2007
Courtyard Hotel, Dar es Salaam**

Facilitated by:

Jumuiko
La
Maliasili
Tanzania



Tanzania
Natural
Resource
Forum

WORKSHOP REPORT

ACKNOWLEDGEMENTS

We wish to thank all those individuals and institutions who contributed their time and effort to ensuring the success of the workshop.

In particular, we are grateful to GTZ for financing the workshop, and to George Jambiya of WWF Tanzania who facilitated the workshop.

We would also like to thank all those who prepared and gave presentations: Simon Milledge, Deputy Director of TRAFFIC East / Southern Africa, Rakesh Rajani, Director of Haki Elimu, Yassin Mkwizu of IUCN and Edgar Mgeta of Care Tz / TFCG.

We thank the Courtyard Hotel for providing the facilities and sustenance to keep the meeting going.

We thank Cassian Sianga and Andrew Williams for organising the meeting. Freya St. John recorded the proceedings. This workshop report was prepared by Freya St. John, Cassian Sianga and Andrew Williams.

Front cover photo: Mbwaru Village Land Forest Reserve, Rufiji District. By Freya St. John

EXECUTIVE SUMMARY

This report describes the proceedings of a planning workshop for a Forestry, Governance and National Development: Advocacy and Public Awareness Initiative. The workshop brought together parties from TRAFFIC Tanzania, CARE Tanzania, IUCN Tanzania, WWF Tanzania, the Tanzania Forest Conservation Group, Farm Africa, Mufindi Environmental Trust, Pangani District Office, Babati District Office, ICRAF, Mpingo Conservation project, Tumaini University, Tanzania Association of Foresters, Ministry of Natural Resources and Tourism – Forest and Beekeeping Division. The overall aim of the workshop was to develop an advocacy and awareness raising campaign plan for forest governance and national development, based on the findings and recommendations of the Forestry, Governance and National Development: Lessons Learned from a Logging Boom in Southern Tanzania, a study conducted by TRAFFIC, at the request of the Ministry of Natural Resources and Tourism and supported by the Development Partners' Group.

The workshop was held at the Courtyard Hotel, Dar es Salaam from 22nd – 23rd May 2007. 19 people participated in the workshop.

The workshop was coordinated by the Tanzania Natural Resource Forum on behalf of the Tanzania Forest Working Group. Funding for the workshop was provided by GTZ to whom we are all grateful.

During the first day of the workshop four presentations were made; the first by Simon Milledge, who presented an overview of the TRAFFIC report; and the second by Rakesh Rajani of HakiElimu, who presented past advocacy experiences of HakiElimu. Two impromptu presentations were made, the first by Yassin Mkwizu of IUCN, covering the IUCN Forest Law Enforcement and Governance project, and the second by Edgar Mgeta of Care Tz, presenting the Care Tz, TFCG EMPAFORM programme. After inter-dispersed question and answers sessions, these presentations were followed by a plenary discussion of the recommendations table within the TRAFFIC report (Table 70 of the report), whereby specific Issues considered of relevance to an advocacy and awareness raising campaign were highlighted for further discussion, and campaign development in working groups. The plenary session went on to draw up a list of timber trade stakeholders. Following the plenary discussion workshop participants split into four working groups, each working group was responsible for developing the outline of an advocacy and awareness raising campaign for three Issues, this exercise continued in to day two of the workshop.

During the second day of the workshop participants continued to develop campaign outlines. Following completion of this exercise, group representative presented campaign outlines to all workshop participants. Comments from participants were incorporated into the campaign outlines where appropriate. In plenary participants brainstormed ideas for a campaign name and mission statement, followed by a brief discussion of institutional arrangements.

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LIST OF ACRONYMS

| | |
|-----------|---|
| CBO | Community Based Organisation |
| CG | Central Government |
| CMEAMF | Conservation and Management of the Eastern Arc Mountain Forests |
| CITES | Convention on International Trade in Endangered Species |
| DBH | Diameter at Breast Height |
| DCCFF | Department of Commercial Crops, Fruits and Fisheries. Zanzibar |
| DNRO | District Natural Resources Office |
| EAM | Eastern Arc Mountains |
| FBD | Forestry and Beekeeping Division of the Ministry of Natural Resources and Tourism |
| FY | Financial Year |
| GoT | Government of Tanzania |
| Gov. Znz | Revolutionary Government of Zanzibar |
| ICRAF | World Agroforestry Centre |
| IUCN | World Conservation Union |
| LG | Local Government |
| LGA | Local Government Authority |
| LGRP | Local Government Reform Programme |
| MDGs | Millennium Development Goals |
| MKUKUTA | National Strategy for Growth and the Reduction of Poverty |
| MKURABITA | Property and Business Formalisation Programme of the GoT (PMO) |
| MNRT | Ministry of Natural Resources and Tourism |
| MoF | Ministry of Finance |
| MoJ | Ministry of Justice |
| MoP | Ministry of Planning |
| MoU | Memorandum of Understanding |
| NRM | Natural Resource Management |
| NTFP | Non-timber Forest Product |
| PFM | Participatory Forest Management |
| PMO RALG | Prime Ministers Office - Regional and Local Government |
| TFCG | Tanzania Forest Conservation Group |
| TIC | Tanzania Investment Centre |
| TNRF | Tanzania Natural Resource Forum |
| TRA | Tanzania Revenue Authority |
| VEC | Village Environmental Committee |
| VNRC | Village Natural Resource Committee |
| VPO | Vice Presidents Office |
| WWF | World Wide Fund for Nature |

1 BACKGROUND TO THE WORKSHOP

This report describes a campaign planning workshop which brought together NGOs and government institutions that may contribute to an advocacy and awareness raising campaign.

The Government of Tanzania is about to officially launch a report entitled '**Forestry, Governance and National Development: Lessons Learned from a Logging Boom in Southern Tanzania**'¹. The report documents how illegal timber harvesting in the *miombo* and coastal woodlands of Southern Tanzania has led to the large scale degradation of timber-rich forests, with up to 96 per cent of collectable revenue being lost as a result of poor forest governance and weak law enforcement.

The report documents, among other important issues, the degradation of the timber resource-base, the nature of the timber exploitation commodity chains, the mismatch of resources in support of better forest governance and law enforcement, the level of petty-corruption and major losses of revenue for local and central government, and the poor development of accountable value-adding forest industries. These inter-related challenges have created a major set-back for the sustainable rural development of local people in forest-rich districts, and the continued loss of an economically valuable and ecologically significant natural resource.

However, the report makes it clear that the current *status quo* can be effectively addressed as much of the necessary and appropriate legal and institutional framework has already been put in place. The challenge lies in strategically investing in the requisite financial and human resources required for improving forest governance and law enforcement, and challenging the underlying culture of *impunity* that pervades the natural resource sector.

As a first step, an advocacy and awareness raising campaign is required to promote much better awareness with key forest stakeholders and the general public of the economic significance of fundamental forest governance issues. Not least, people need to be encouraged to challenge the culture of impunity that contributes to the continued haemorrhage of the nation's timber resources and the loss of large amounts of Tanzania's natural wealth.

The Tanzania Forest Working Group (which is facilitated by Tanzania Natural Resource Forum) proposes to implement a targeted advocacy and awareness raising campaign in support of the report's findings and recommendations, further increasing their likelihood of being taken up.

It is recognised that achieving good forest governance needs to be the responsibility of everyone working together – ordinary citizens, CBOs, NGOs, local and central government, the private sector and international development partners. With this in mind, it is envisaged that an effective advocacy and awareness raising campaign will ultimately help bring about major improvements in forest governance, particularly in southern Tanzania.

In proposing a targeted advocacy campaign, it is recognised that the Government has, to its credit, candidly engaged and contributed to the report. It is proposed therefore that the Forest and Beekeeping Division (FBD) and/or Ministry of Natural Resources and Tourism (MNRT) appropriately be part of planning and implementing the advocacy and awareness raising campaign.

The Tanzania Forest Working Group nominated a '*Liaison Group*' composed of five representatives drawn from the Tanzania Forest Working Group, the Development Partners' Group, TRAFFIC, the Policy Forum and the FBD / MNRT, facilitated by the TNRF Secretariat. Prior to this workshop a Liaison Group meeting was held to confirm the design of this workshop. Minutes of the Liaison Group 1 – Planning, are included as Annex 1.

1.1 Workshop aim

The aim of the workshop was to bring together parties that will contribute to the advocacy and awareness raising campaign (the Campaign); to agree on which Issues – as outlined in the recommendations section of the TRAFFIC reports – will be addressed by the Campaign; and to develop initial campaign outlines for each Issue, including; measurable outcomes; target audience; key messages; choices of media; timeline; continuity / follow-up actions; risk assessment and implementing partners. The workshop agenda is included as Annex 2.

¹ At the time of this workshop an official report launch, attended by MNRT was still expected. In the end the report was launched at a policy brief breakfast meeting, an event organised once a month by HakiElimu. The Minister of MNRT was invited. No representative of the Ministry attended the launch.

1.2 Participants

The full list of participants and their contact details is included as Annex 3.

1.3 Report structure

This report includes each of the Day One presentations. The text for each presentation is based on the power point files prepared by the presenters. At the end of each presentation, there is a summary of the discussions that took place after the presentation. The Day One presentations are followed by the Working Group presentations, inclusive of points added by workshop participants. A Campaign name was discussed – suggestions are documented in this report; as is the Campaign Mission Statement that was subject to discussion by workshop participants. Institutional arrangements were briefly discussed and are documented in this report. The workshop and this report close with 'Next Steps'.

2 PRESENTATIONS

2.1 Moving forward with addressing forestry governance in Tanzania: An introduction for advocacy and communications planning

Presented by Simon Milledge, Deputy Director of TRAFFIC East / Southern Africa

Framework for the study ... and some ideologies

- Research that resulted in the Forestry, Governance and National Development: Lessons Learned from a Logging Boom in Southern Tanzania report was conducted during 2005 and 2006
- Lengthy review process
- Currently waiting MNRT launch / release

The report was;

- Conducted by TRAFFIC
- Authorised by the Ministry of Natural Resources and Tourism
- Supported by the Tanzania Development Partners Group

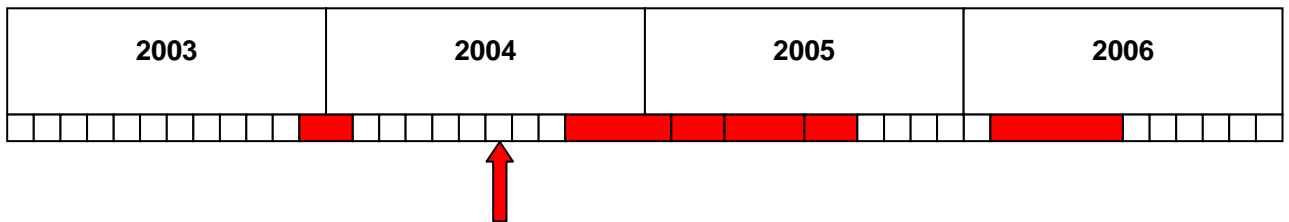
The report is

- Alarmist, no. Realist, yes.
- Never point fingers!
- Problems are opportunities!

2.1.1 KEY ISSUE No. 1: Serious governance shortfalls despite good policies and legal framework

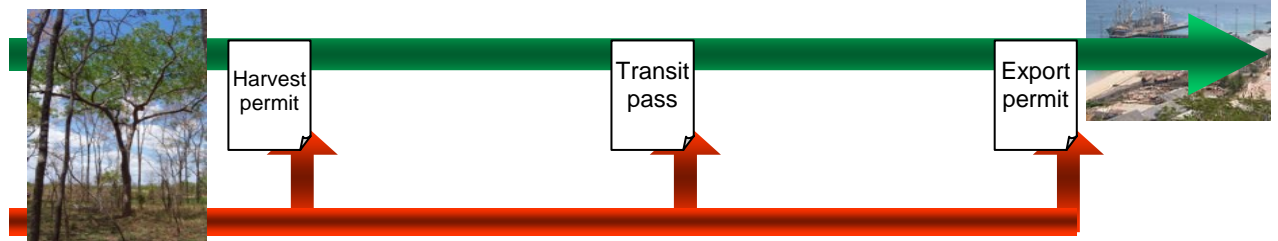
Measurements of the levels of illegal harvesting

- Revenue collected, mid-2004 = 4% timber actually harvested
- Downward trend in revenue collection between 2001 and 2004
- Ongoing challenges since 2004 (see diagram below, red shading represent timber harvesting and export bans)



Measuring illegality nearer point of export

Legally harvested timber – accompanied by legal documentation

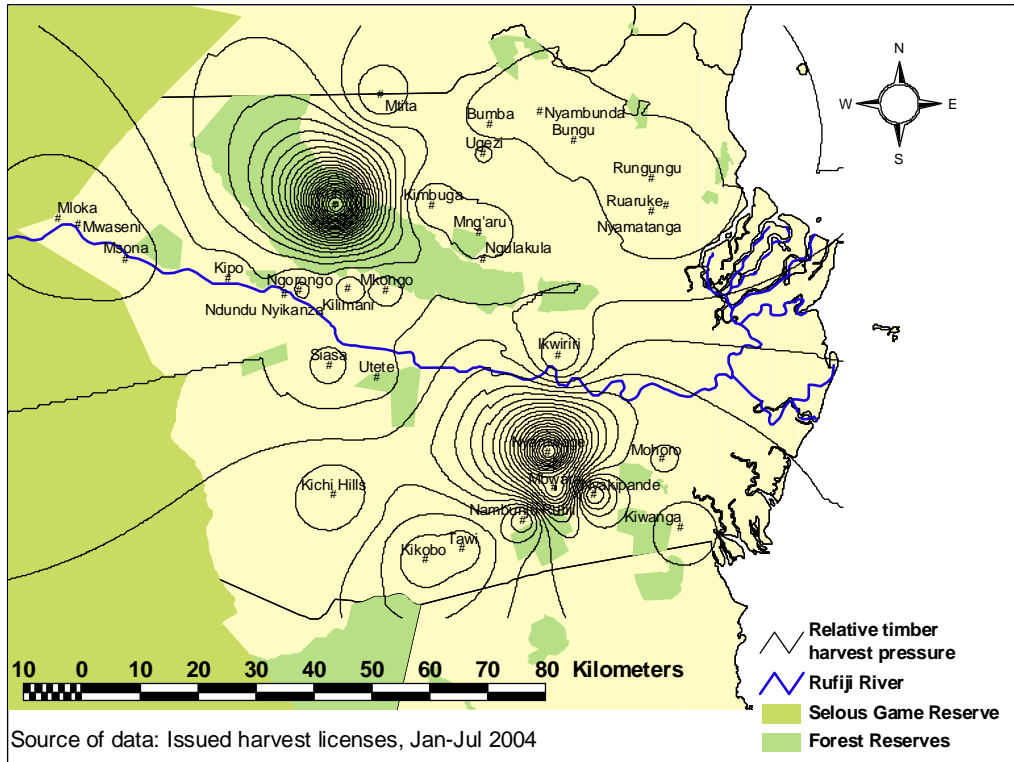


Illegally harvested timber – 'legalized' using fraudulently acquired documentation

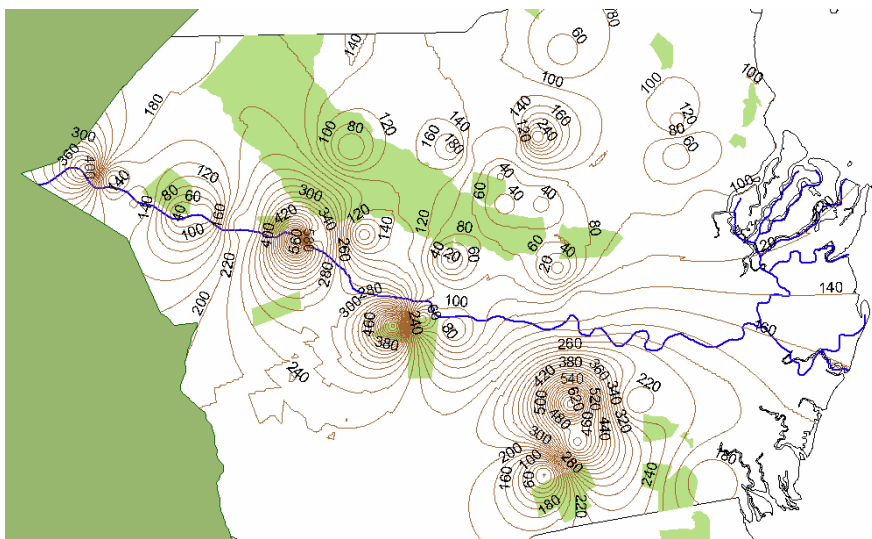
| Tanzania total exports | | China imports from Tanzania | |
|------------------------|-------|-----------------------------|--------|
| 2002 / 03 | 4,920 | 2003 | 45,432 |
| 2003 / 04 | 8,529 | 2004 | 41,699 |
| 2004 / 05 | 5,867 | 2005 | 21,374 |

Logging in unauthorized areas

The following map shows where timber harvesting is authorised



The next map confirms where the actual timber harvesting was taking place



Note the difference in distribution of timber harvesting locations

Logging undersize trees

- 68% of timber harvested was undersized (less than 15 cm DBH)

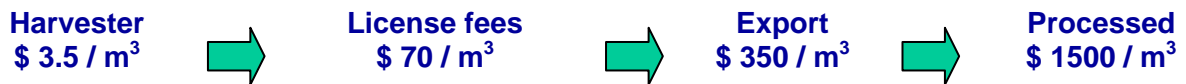
2.1.2 KEY ISSUE No. 2: Massive losses of revenue yet potential for self-reliance

Self reliance is undermined at the national level: Unrealized revenues are a threat to sustainable and broad-based growth

- **Central Government:** Estimated that nationwide losses of revenue to the FBD (due to under-collection of timber royalties from natural forests) was equivalent to *more than twice* the entire income to MNRT during 2004/2005 (when MNRT revenues constituted 16% GDP).
- **Local Government:** Some *entire* District Council budgets would have increased by *several times* over if potential timber revenues were actually collected.

Self reliance undermined at rural levels

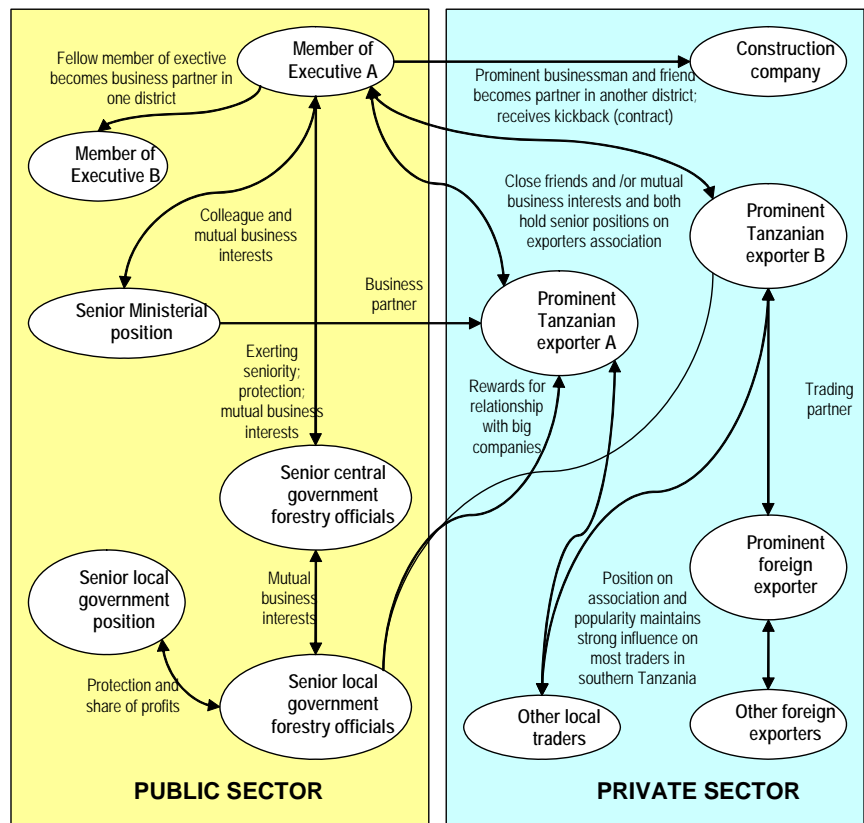
- Lack of financial incentives a threat to reductions in rural income poverty
- Village revenues 1/100th export price yet no value added
- Few sustainable micro-enterprises – ‘Boom - bust’ local economies



2.1.3 KEY ISSUE No. 3: Complex corruption and capacity constraints are major influencing factors

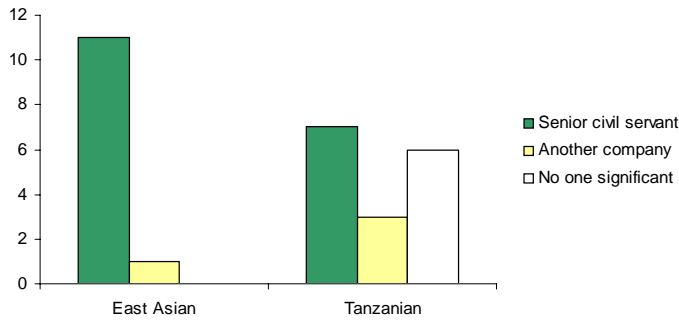
Key issues with favoritism and patronage

- Direct, senior government involvement
- High degree of organisation and harnessing of critical positions
- Management decisions influenced
- Susceptible to traditional anti-corruption efforts focused on bribery



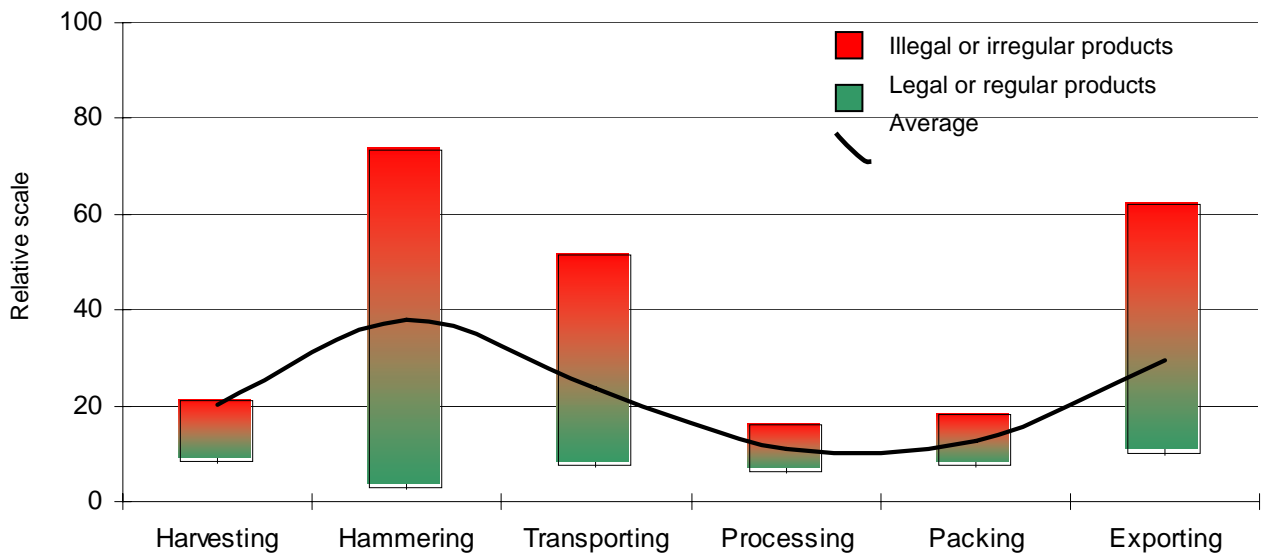
International nature of institutional linkages

- Patronage – 16 out of 28 companies had institutional linkages with senior official(s)



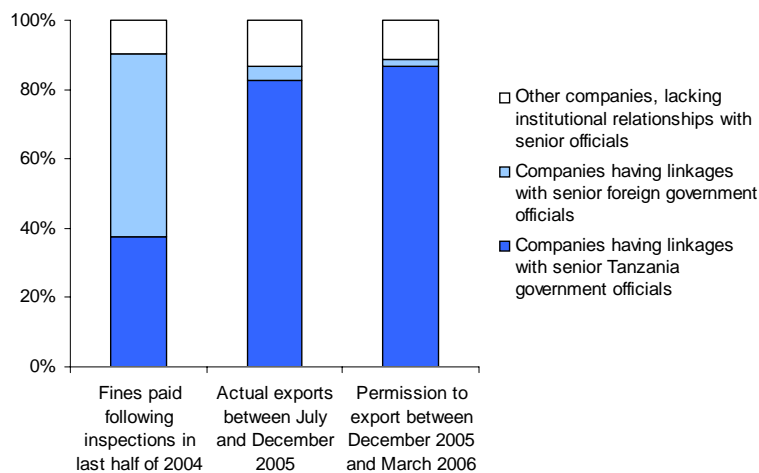
Petty corruption in the forestry sector

- 'Timber Trade Bribery Index' - Hammering and exporting processes most prone to bribery



Holistic approaches needed to address corruption

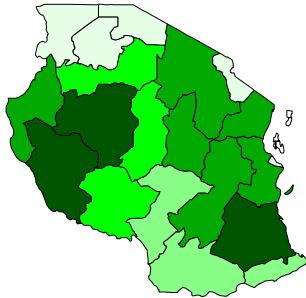
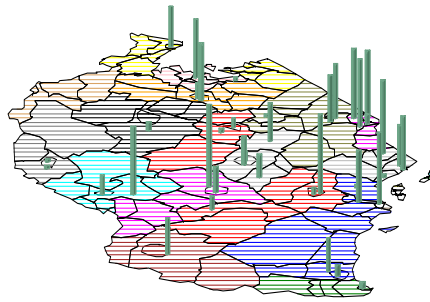
- e.g. changing nature of linkages with government officials



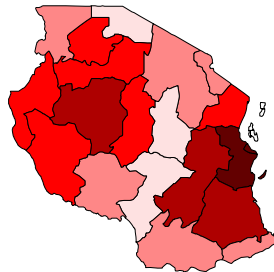
Management capacity constraints

- Insufficient staffing levels
- Dual ministry mandates
- Challenges of multi-tasking

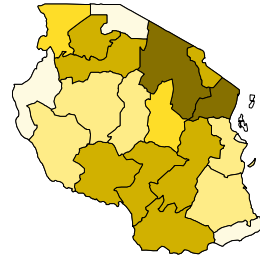
Geographical distribution of FBD human resources, 2003



Forest area



LG Revenue targets FY04



LG forestry staffing levels²

Note: darker shading represents higher value

2.1.4 KEY ISSUE No. 4: Large transformations at global and local levels

The influence of “transformations” on timber trade

Local level

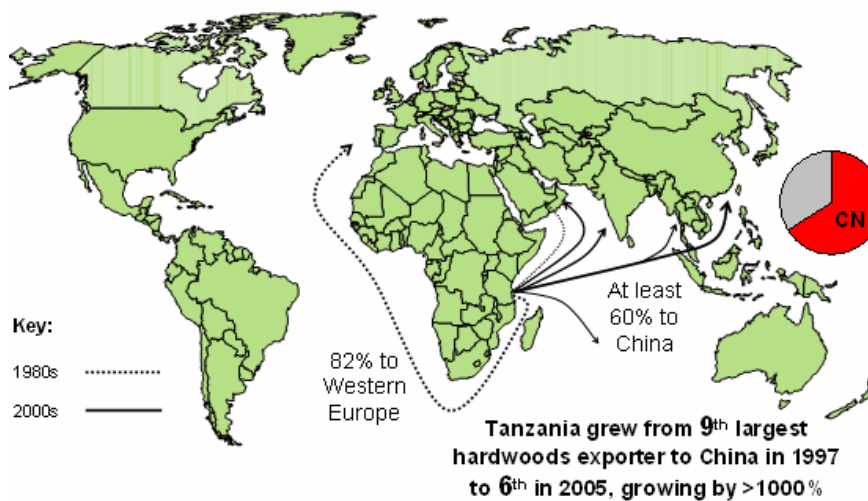
- Natural resource assets
- Accessibility

Global level

- Profitability
- Global markets

Influence of global level (markets) transformations

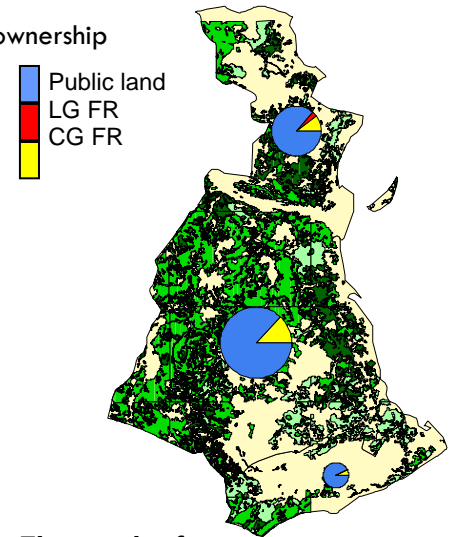
China largest hardwood log importer globally, 22% from Africa



² Revenue targets are not matched by staffing capacity

Influence of local level (rural) transformations: Land / resource assets and ownership

- Rapidly growing asset and interests in land acquisition
- Mostly open access land tenure
- Limited LGA support
- High rates of urban migration
- Slow uptake of PFM
- Low demand for accountability
- Possible conflict of interests between privatization and PFM



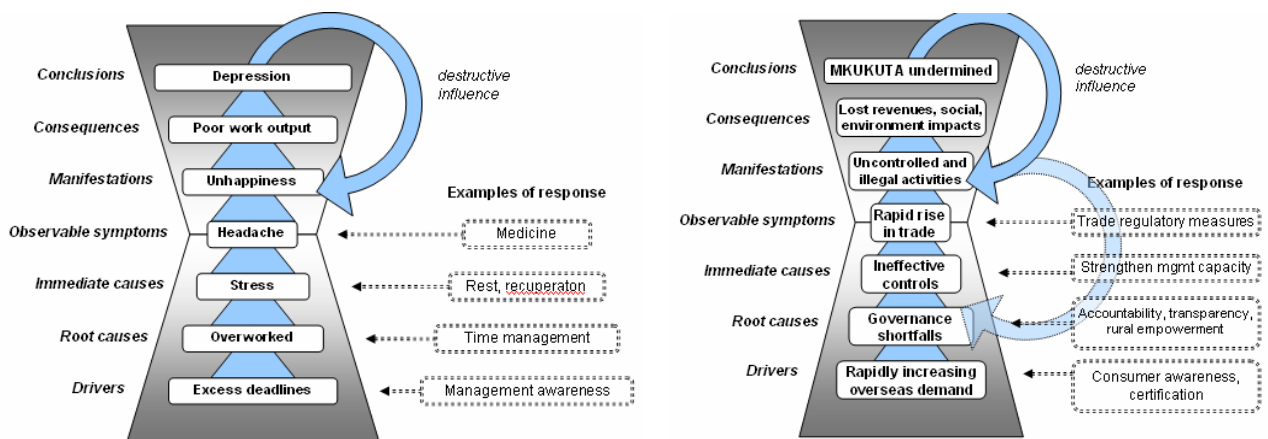
2.1.5 KEY ISSUE No. 5: Negative impacts on national development goals: The result of governance shortfalls



3

2.1.6 KEY ISSUE No. 6: Need prioritization, wider stakeholder involvement and revised set of approaches

The need for a focus on governance



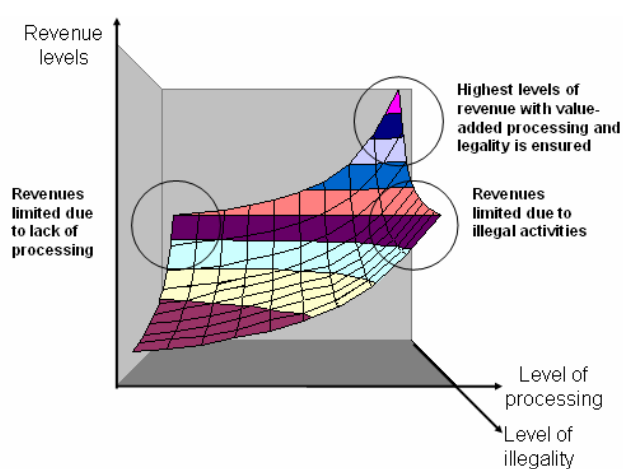
³ Orange arrow depicts the house of the Village Chairman. Note the proximity of large timber piles to his house. Note also the new tin roof and brick walls compared to thatch roofs and mud walls of properties marked with ?. Considerable financial wealth is locked up in this timber, why are more nto benefiting?

Recommendations contained within the report

- Prioritizing efforts to address forestry governance
- Holistic efforts to address corruption
- Accountability mechanisms: *reducing opportunity*
- Human resources management: *reducing inclination*
- Economic returns
- Compliance controls
- Incentive-driven approaches
- Forest management

National, coordinated action on forestry governance

- Ministerial commitment to strengthening forestry governance
- Development of national action plan
- Multi-stakeholder involvement in its implementation
- Focus on creating rural-level demand for accountability



Presentation overview: a few take home messages

- Serious governance shortfalls despite good policies and legal framework
- Massive losses of revenue yet potential for self-reliance
- Complex corruption and capacity constraints are major influencing factors
- Large transformations at global and local levels
- Negative impacts on national development goals
- Need prioritization, wider stakeholder involvement and revised set of approaches

2.2 No Media, No Change: The HakiElimu Experience

Presented by Rakesh Rajani, HakiElimu

Presentation Outline

1. Why media? starting premises
2. What is HakiElimu?
3. A tour of HakiElimu uses media for change (through 4 programs)
4. Conclusion

Why media? Starting Premises

1. **Media is a powerful institution** – it works – turn on the dial there is radio, wake up in the morning and there's your newspaper, and its reach is in the millions.
2. **NGOs are generally weak**, not much of a force to reckon with, going to scale is a particular problem. But they can derive power from teaming up with media.
3. Lasting change comes from an informed and **active citizenry, not projects, programs and policies** – the typical domains of the 'development class'.
4. Governments generally respond to **public pressure**, not logical arguments, evidence or policy papers.
5. People like humor, contradictions, different ways of seeing things, debate ... therefore it is more effective to **provoke, rather than preach**.

What is HakiElimu?

Combination of two words, **Haki** and **Elimu** meaning **Rights** and **Education / Learning**

Overall HakiElimu Goals

1. Broader and imaginative public debate on education and democracy in Tanzania
2. Ordinary citizens are informed, debating and taking action
3. Government and public institutions are responding to citizens' views and demands

It's about ordinary citizens...

Fundamental idea is that change does not come from projects, programs, or policies, but from people being awake, inspired and making a difference:

At its core, HakiElimu supports:

- citizens to become informed
- citizens to organize, debate, engage
- citizens to hold government to account
- citizens to make a difference in their communities

In this sense it is a deeply democratic (or naive?) vision...

2.2.1 HakiElimu Programs

Goals reached through 4 programs:

1. **Media (Radio, TV, Newspapers)**
2. **Information Access**
3. **Citizen Engagement**
4. **Policy Analysis and Advocacy media is essential to each program.**

Following are examples of each:

2.2.2 Media surveys

Problem: Newspapers abound in Tanzania, but quality poor and coverage all on capital city/ workshops/what the big people say.

Response: Fund editors/journalists to undertake independent, in-depth investigative stories, usually outside the capital, triangulating voices. Each year 100s of stories covered.

Examples: Fund for orphaned/poor children, the Miembe saba school all issues that have elicited government response.

The African Saturday, April 8, 2006

News in Pictures



A teacher from Miembe Saba Primary School in Yombo ward, Bagamoyo district, Coast region, Ayoub Mruthu constructs a house worth Sh80, 000 after he was asked to shift from his previous house that was supposed to be occupied by a secondary school teacher. The house, which was half way finished, was demolished after the issue was published in this paper on March 22, 2006.



Remains of the demolished house that was being constructed by Miembe Saba Primary School teacher Ayoub Mruthu. The house is said to have been demolished after the Bagamoyo district leadership invaded the school one day after photographs of the house were published in this paper and the leaders are said to have questioned the validity of the house.

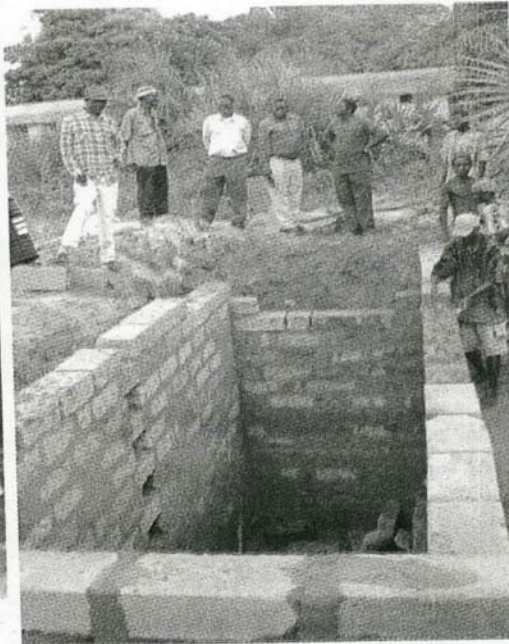


One of the houses meant for Miembe Saba Primary School teachers, which the Bagamoyo district leadership has forked out funds for completion of its construction. The district authority is also said to have authorised Sh3.2million towards construction of a house that Ayoub-Mruthu, a teacher at the school will occupy.

ALL PICTURES BY FRANCIS LUCAS



Yombo ward councillor Adam Mtunguja (right) and a Yombo special seats councillor Mary Kiakala (left) take away Miembe Saba Primary School teacher Ayoub Mruthu from the school premises to allegedly prevent this photographer from talking to him. Also in the picture is the school's committee chairperson Mrisho Kiwagala.



Matimbwa secondary school Headmaster Hamza Msagure (second right in suit) with the Coast Region Education leaders inspect the construction of toilets at the school located in Bagamoyo district. The construction came in the wake of reports by this paper last month which revealed that the school was closed due to fillet up toilets.

2.2.3 Media 'Sauti ya Watu' program

Problem: TV programs rarely cover viewpoints of ordinary people; and idea that ordinary people can hold leaders to account is still in infancy.

Response: A weekly program on Government TV (facilitates access!) that has citizens asking questions of their leaders, and leaders needing to respond – all on public television... enabling the viewing public to identify with problems and assess the quality of responses.

Examples: Questions asked – where have the cement bags gone, why do we not have enough medicines when this was promised?, how come this corrupt leader still not taken to task...

2.2.4 Media TV & Radio slots

Problem: Development 'propaganda' abounds, poor quality of public debate, e.g. education = building classrooms.

Response: 60 second TV/radio spots show scenarios, invite questioning, reflection and debate, exert pressure. 12 spots each year broadcast nationwide.

Examples: procurement, disability, creative teacher spots

2.2.5 Popular Publications

Problem: No libraries, little that is available is dense, boring, stultifying, preaching.

Response: Popular publications that de-mystify policies, enable people to understand rights, are accessible, highly visual, invite debate. Printed in tens of thousands, distributed by 'piggybacking' e.g. as newspaper inserts.

Examples: Hii Ndiyo elimu? (Is this Education?), Cartoon booklets, Mwalimu Nyerere memo pads.



2.2.6 Popular Competitions

Problem: People's (esp. students, rural poor) voices on key issues not heard or shared, not informing public debate.

Response: Twice annual competitions that invite essays and drawings, best essays published in a book, findings analyzed. About 3,000 participate in each, issues on agenda

Examples: Corruption in education (found 'sexual' corruption to be high).

2.2.7 Citizen Engagement – 'Friends of Education'

Problem: Ordinary citizens have little access to information, limited sense of agency – 'things happen to us, we cannot make them happen'.

Response: 'Friends of Education' initiative; anyone can join, get a card, quarterly packet of information, opportunity to ask questions/get answers, referrals, contacts to join with others.

Examples: Typical packet may have budget figures, speech by president, education policy made simple, news clippings. Can use info to question the leader.

2.2.8 'Friends of Education' – Getting Heard on Media

Problem: Many citizens find it hard to access media; concerns of 'elite' fill papers/shape realities.

Response: Developed very simple handbook on how to use media, such as get on talk shows, inform a story, get letters published.

Examples: 'Friends' on Jenerali TV show monthly, give 'tips' to journalists, in last few years 1,000s of letters to editor published.

2.2.9 Policy Analysis – Launching studies

Problem: Many studies done at great cost have little impact, 'lie on shelves', policy makers can get away with ignoring them.

Response: Clear communication strategy from beginning, a 'media launch', a clear press release with 'punchy' points, people able to be interviewed

Examples: PEDP Reviews study which compiled Government reports findings, got press coverage which elicited Minister to respond, and excerpts then 'serialized' in newspapers. Instead of the usual 20 people reading it, it now was a major public issue.

2.2.10 Policy Analysis – Op-eds

Problem: Official policy processes ‘dull’ thought, workshops/seminars pander to the same crowd, ideas do not get public currency.

Response: Arrangement with Mwananchi newspaper group (part of Nation Media) to have weekly op-eds in Swahili and English (different ones). Have set standards and regular in house writer, but space can be used by partners.

Example: Issue raised of districts losing funds because their unelected leaders mess up discussed and supported that week by the President. In this way ideas ‘travel’, pressure, pollinate.

2.2.11 How we know what works?

- ‘Built in’ feedback & evaluation forms
- Letters, emails, phone calls, SMSs (about 40/day on average) with questions and accounts of citizen actions at community level
- Government, CSO and public reaction e.g. on reports, TV slots
- Letters to the editor
- ‘Scanning’ to see what is on the agenda (news coverage, leaders speeches, policy docs).
- Periodic surveys
- Database set up to analyze information systematically

2.2.12 Concluding questions

1. What does this all add up to? Where does it lead? How does one measure **long term impact**?
2. Does this sort of CSO-media collaboration **undermine media independence**?
3. Is it naive to think that **informed and active citizens** are the ones who will make a difference?
4. Effective media and public pressure is **political** ... are we saying that lasting development cannot escape dealing with this domain?
5. HakiElimu came within inches of being ‘closed down’ last year and is still under several ‘bans’ ... is this **cost too high** to pay?

2.2.13 Questions and discussion

Q. How can one successfully advocate the GoT, for example to sign up to memorandum for improved forest governance and law enforcement?

A. HakiElimu is not so excited about lobbying and advocacy. The general perception is that advocacy will change the view of the GoT. However, the outputs tend to be a new policy document, whilst this can be good, a new policy is just a new piece of paper, which does not always result in action and change. Public engagement such as done by HakiElimu is a different (better (?)) approach to stimulate change, public pressure upon the GoT can result in actual change. Also to be considered is that decision makers make change when they are compelled to – e.g. public pressure during an election year.

Always remember **media is powerful!**

Citizen engagement – people across the country ask HakiElimu for further information on current issues and they ask for help to take the next steps. HakiElimu currently receive 50 - 60 such information requests in the form of letters per day. But how is this done, how does HakiElimu you get this level of engagement? HakiElimu is focused on implementation of policies by empowering people at the household level, getting them informed, helping people to become active citizens.

News in pictures – the communications medium makes a good impact. HakiElimu funds journalists to carry out their work, but articles are printed at the will of the journalist, HakiElimu does not proof read articles or influencing the press.

TV – HakiElimu has facilitated TV companies to record village meetings, district officials are invited to these meetings in order to answer questions from the villagers directly. This is a useful tool as it holds district officials directly accountable to live audience.

A lesson from an old teacher: **'If you want to change the world, change advertising.'**

HakiElimu ran a series of one minute TV adverts in order to bring items to the attention of the GoT and get them on the agenda.

Piggy backing – piggy back your message on to other organisations items e.g. inserts in the newspaper, Femina magazine (?), post office, items in the HakiElimu Friend of Education packs.

Letters to the Editor – Through the Friends of Education network HakiElimu has taught people how to write letters to newspaper editors. It is estimated that 800 – 1000 letters about education published in the press per year are coming from members of the Friends of Education.

A Lesson learned – Studies need launching through the media otherwise they sit on the shelf. The target audience of the report is forced to read it if it becomes headlines.

A Lesson learned – Before starting a study think of the communication message that you will want to portray once the report is completed. This forward planning helps ensure that whilst during the timeframe of the study the necessary media items are collated e.g. photos / film / interviews etc.

Newspapers – The Citizen has a relatively small circulation, only 7,000 copies are printed. However, HakiElimu holds space in Citizen on Mondays and in Wananchi on Tuesdays. This space is open to other organisations to use. Guidelines on how to write article are available upon request.

Q. As this alliance is addressing the issue of governance within the forestry sector the campaign will inevitable bring us into close contact with the GoT. How do you advise us to create a balance?

A. This alliance contains government and non-government parties, this makes you strong. Work with the progressive people within the GoT. You do need to reach the people of the country, if you can't get to them through the GoT you have to find another way.

Q. Regarding the threat of being closed down – it appears that HakiElimu were threatened with closure as the result of one of the one minute adverts shown on TV. Is causing this kind of irritation to the GoT essential to get a reaction, or can you advise what should be avoided?

A. HakiElimu is just a sample of one organisation working in Tanzania so we should not read too much in to the reaction of the GoT on this one occasion. HakiElimu came close to being closed down because the GoT felt that HakiElimu were being too negative. It is important therefore to keep the balance, give recognition for positive steps taken by the GoT.

When the GoT tried to close down HakiElimu, HakiElimu were audited by the TRA three times in one year – rather unheard of. HakiElimu is steeped in accountability, the TRA found nothing. It is critical to ensure that you organisations are all above board.

Q. One issue with forestry is the inequality in benefit sharing – minimal revenue is getting back to forest adjacent communities, what should we do?

A. The TRAFFIC report is rich in information but so far this information is only available to the GoT (to a limited extent) and donors. This can be dangerous, the information needs to get into the public domain, the information should be distributed broadly, but critically is must show people that they can do something about the situation. There must be options otherwise the report is fatalistic. People must have choices in order to be empowered.

Comment. A lesson that comes out of the HakiElimu presentation is that boldness is critical.

Q. What is your advice on forming coalitions, presumably HakiElimu have a body of wider organisations around them?

A. Coalitions are important as they pull in the strengths of other parties. However, there are cautions;

- many coalitions die under their own weight, for example they spend so much time organising meetings etc, the results are large inputs and small outputs. **'Focusing on action is better than focusing on creating an institution'**;
- there are times when an organisation within the coalition will want the freedom to do there own thing. If a very formal structure is applied to the coalition, it could be hard for parties to act spontaneously; and
- An issue / problem to consider – some members will inevitable be more active.

Comment: Village Leaders see themselves as agents of the state and issue instructions to villagers. Through Friends of Education, HakiElimu are trying to turn around this top-down approach by getting people standing up and saying, hang on, wait, our rights are.... Work with the government meeting structure but don't only do this, don't put all your eggs in one basket. One avenue is to work with the teachers union, you may reach more people.

Q. This is comprehensive campaign. Regarding human resources, how die HakiElimu build them up?

A. Human resources are generally harder to build up than funding. However there are people within ITV, TVT etc. that know how to run this kind of campaign, work with them. Also, approach the media as a partnership aiming to help Tanzania, do not approach the media as a customer like Vodacom would.

Comment – DPG supported TRAFFIC in the production of this report, however, DPG does not have a communications strategy for the report. The report went into the public domain on 21st May 2007. This proposed Campaign has to move now, if this group doesn't get the report into the public domain it will not happen.

Two impromptu presentations were added to the agenda due to common ground between programme activities and the Campaign. These are briefly outlined below.

2.3 IUCN FLEG

Presented by Yassin Mkwizu, IUCN

FLEG stands for Forest Law Enforcement and Governance. FLEG initiatives aim to promote greater transparency and accountability, and improve public confidence in how decisions on forests are made and implemented.

The full name of the project is “Strengthening Voices for Better Choices – Enhancing Forest Governance in Six Tropical Forest Countries in Africa, Asia and South America”. The project seeks to promote the development of improved forest governance arrangements. Three broad categories of stakeholder groups are targeted; these are government, civil society organisations and the private sector.

In Tanzania the project is working in the Rufiji with both government and local communities to promote the adoption of a participatory approach to forest management. Capacity building activities will focus on enhancing abilities for landscape management, the recognition and negotiation of trade-offs, and the design of sustainable forest management systems.

2.4 EMPAFORM programme

Presented by Edgar Mgeta, TFCG / Care Tanzania

The EMPAFORM programme is implemented by Care Tanzania and TFCG. EMPAFORM have developed an advocacy strategy to cover eight main areas;

1. Influence cost and benefit sharing
2. Dissemination of environmental information
3. To influence policy implementation
4. To influence legal and policy compliance
5. Building capacity of CBOs
6. Influence support of CBOs efforts
7. Create awareness on the role of environmental committees
8. To influence government and public support of the PFM initiative.

Items 3, 4 and 8 from the above list are being implemented by EMPAFORM through a network of 57 community based organisations.

There are clear linkages to make between EMPAFORM and the Campaign.

Project implementation is from May 2007 – March 2009 with different objectives having different timeframes. EMPAFORM needs support, for an implementation period of two years, eight objectives are too much.

EMPAFORM is involved in capacity building rather than media / advocacy. Thus the Campaign has a strong part to play within the EMPAFORM advocacy plan.

3 KEY ISSUES TO BE INCLUDED IN THE CAMPAIGN

The list below presents the key issues to be included within the Campaign, as decided upon initially by the Liaison Group, with additions made by workshop participants. The issues are extracted directly from the TRAFFIC report. Simon Milledge presented each issue in turn; italic text represents additional comments made by Simon to help participants to develop a campaign plan for each issue.

3.1 List of key issues

1. Low participation of some stakeholders in governance issues, especially parts of government dealing with financial integrity, politics, corruption and ethics issue.

The MNRT is making decisions within the forestry sector by itself. Particularly because of losses in revenue, it may be considered advisable for the Ministry of Finance and the VPO to take an interest in the activities of the MNRT. Due to corruption within the forestry sector PCB and VPO should also be brought in. Little scrutiny is applied to the MNRT by other parts of the GoT.

2. Low transparency of information and decisions increases the risk of bureaucratic corruption.
3. Generally low profile and wrong perceptions of forestry governance issues in the country.

Forestry corruption is just not on the radar of the police and the PCB. They don't receive information about corruption in the forestry sector. Forest crime is often not considered as being serious, for example, steeling cows or committing adultery are viewed as serious crimes but illegally cutting down a tree is not seen as a serious crime. It is down to overall perception, which in part is linked to the historic use of forest resources in open access areas. Killing an elephant is perceived as being a serious crime, yet forest crime is not, despite the fact that timber has a higher financial value.

4. Low awareness amongst civil society of socio-political factors affecting governance and limited private sector involvement.
5. Need to clarify roles & responsibilities of individuals / institutions involved in licensing forest resource extraction.
6. Many villagers do not consider activities in contravention of forest legislation a serious illegal activity.
7. Apparent erosion of moral values is affecting efforts to address illegal activities and corruption in the forestry sector⁴

This is a broad issue. In discussions with village representatives right up to district and central government level it was not seen as very serious to accept bribes for forest products. Is this decay in moral values?

8. Devolution of forest control and management from government to village level in southern Tanzania has proved relatively slow and costly, with some villages in southern Tanzania defying PFM initiatives to make quick profits from quick timber trade opportunities.

The report discovered that those villages involved in PFM were also the most involved in timber trade. If PFM is going to be successful in hand to mouth communities the process must be completed speedily otherwise when a trader comes along the village sells out and the resource is lost.

⁴ Other development partners are currently working on democracy – possibilities to team up needs to be explored, there may be room for linking NRM to existing programmes.

9. Zanzibar increasingly a staging post for shipping timber from mainland to overseas destinations.
10. Reportedly low success rates of investigations and prosecutions
11. Bureaucratic impediments are one of the main reasons prompting timber traders to bypass officially required processes and engage in corruption.
12. Tanzania indigenous timber exports are barely ecologically, legally or socially acceptable in many export markets.
13. Leveraging high level support from the GoT and international governments to address forest governance issues.

E.g. the shipping companies have limited ethics about what they ship. A high profile media campaign that targets those actors could bring to light corporate ethics, essentially shame companies into compliance.

3.2 Stakeholder Analysis

The list below presents stakeholders identified by workshop participants, this list should not be seen as exhaustive. The exercise of drawing up this list was completed to help workshop participants realise the extent of stakeholders, before breaking off into working groups to develop campaign plans.

There are three broad groupings of stakeholders

- 1) Direct beneficiaries of forest products
- 2) Regulators
- 3) Indirect beneficiaries / concerned stakeholders

Near forest resource community members

- School children (with the exception of school children all are voters)
- School teachers
- Charcoal makers
- Loggers
- Farmers
- Traditional healers
- Beekeepers
- Honey collectors
- Faith-based leaders
- Traditional leaders
- Village government / VEC / VNRC
- Hunters
- Pastoralists
- CBOs
- NTFP producers / users
- Artisans (carvers)
- Traders
- Firewood collectors

GoT

- Local councils (councillors / technical staff)
- Presidents Office (PCB and TIC)
- Ministry of Natural Resources & Tourism
- PMO RALG staff (District and Regional Commissioners)
- Ministry for Public Security (police)

- Ministry of Defence (Army)⁵
- Ministry for Justice and Constitutional Affairs (Judiciary and Courts)
- Ministry of Finance (TRA)
- Ministry for Home Affairs (prisons and refugees)
- Ministry of Communications and Transport
- Ministry of Foreign Affairs
- Ministry of Minerals and Energy
- Revolutionary Government of Zanzibar
- Ministry of Land and Rural Development
- Ministry of Planning and Economic Empowerment

Private Sector

- Maritime
- Exporters
- Internal transport
- Sawmills
- Forest Industry
- Tanzania chamber of commerce and industry
- Private plantations
- Association of Forestry Industry
- Artisans outside of forests
- Charcoal merchants
- Companies involved in marketing renewable energy products e.g. solar

Revenue lost by the timber trade could be utilised to improve the lives of Tanzanian's perhaps through more schools and better access to health care. Tax payers (all adult stakeholders) will be an interested audience and are likely to advocate for change. However, they cannot advocate for change if they are not aware of the issues contained within the TRAFFIC report. Now is the time to act.

⁵ The MoD is a land owner in southern Tanzania and has been involved in forest crime.

4 THE CAMPAIGN – AN OUTLINE

Working groups developed initial campaign plans for each of the 13 Issues to be addressed as part of the advocacy and awareness raising campaign. For each Issue, working groups defined Measurable outcomes; Target audience; Key message; Media types; Follow-up activities; Risk assessment and Implementing partners. The information contained in the table below is a combination of the work completed by each working group, inclusive of contributions made by workshop participants. When preparing the proposal document the contents of this table will be scrutinised, and items grouped together where they overlap and / or compliment each other.

| | Issue | Measurable outcomes | Target audience | Key message | Media type | Follow-up | Risks | Implementing Partners |
|---|--|---|---|--|---|---|---|--|
| 1 | Generally low profile and wrong perceptions of forestry governance issues in the country. | Key stakeholders at national level including PO, MoF, MoP, PMO RALG, MNRT, PCB, MoJ, MoPS, LGRP, PSRAP, Gov. Znz. are aware of contents of TRAFFIC report. Key stakeholders at local level especially in southern coastal Tz are aware of contents of TRAFFIC report. | National PO MoF MoP PMO RALG PSRAP MNRT PCB MoJ MoP LGRP MPs Political party leaders CSOs Journalists Media editors General public Local District councils Village councils VNRCs District courts Police PCB Councillors (WEOs) Village assemblies | Shortfalls in forestry governance are hampering Tz from achieving the MDGs, Visions 2025 and MKUKUTA targets. | Mass media Radio TV Print media. TRAFFIC report including official Swa. Version. Seminars, workshops & meetings. | Have things changed? Update stakeholders as to whether things have improved over two years. Report & publicise forestry contribution to MKUKUTA, MDGs & MKURABITA. | The potential revenue for Min. Finance, LGAs & District councils that is communicated must be based on ecologically sustainable harvest rates. Risk that all foresters perceived as corrupt undermining their ability to fulfill their jobs. | MNRT CSOs PMO RALG LGAs Media |
| 2 | Low participation of some stakeholders in governance issues, especially parts of government dealing with financial integrity, politics, corruption and ethics issue. | Increased participation of PCB. Increased awareness of forestry corruption causing rise in reports to PCB. Cases are followed up i.e. Active involvement. Increased participation of Ministry of Finance & Ministry of Planning. Recognition of importance of forestry, lost revenue, MKUKUTA, Tz | Message 1 Min. Finance Min. Planning MNRT PO – RALG Parliamentary committees (finance, planning, env. & NRS) Gov. Znz. Message 2 PCB | Message 1 Forestry could be making much greater contributions to MKUKUTA, MDGs & Vision 2025. Lost revenue results in fewer schools built etc. Message 2 Forest sector is home to far more damaging corruption to the nation than originally known. (Message must be made positive, e.g. this is an | Message 1 & 2 Report presentations & meetings Newspapers TV | Provide information to newly appointed decision makers when changes occur. Publicise PCB & other agencies successes on forestry governance issues. | The potential revenue for Min. Finance, LGAs & District councils that is communicated must be based on ecologically sustainable harvest rates. | MNRT CSOs LGAs PMO RALG |

| | Issue | Measurable outcomes | Target audience | Key message | Media type | Follow-up | Risks | Implementing Partners |
|---|--|---|---|--|--|--|--|---|
| | | Vision 2025, & long-term planning. Investment in sustainable forest management increased. Planning given higher priority. | Message 2 & 3 General public | opportunity for PCB to address corruption in the forestry sector). Message 3 You can help to remove forest corruption. | Message 3 Radio, TV, newspapers. | Remind Min. Planning & Min. Finance about importance of forestry issues whenever short or long-term planning is taking place. | | |
| 3 | Apparent erosion of moral values is affecting efforts to address illegal activities and corruption in the forestry sector ⁶ | Clear public statement from top government leaders. | President PM Ministers | Corruption in the forestry sector is criminal and is resulting in lost national revenue. Such crime is undermining good efforts of MKUKUTA, Vision 2025 & the MDGs. | Summary briefing document and appropriate opportunity to present to high authorities. Supported with general media campaign coverage should aim to encourage others (Ministers / high authorities) to jump on the band wagon. | Newspapers Letters to editors TV adverts using snippets of speeches promoting good governance in the forestry sector (if speeches made). | Dependant on top levels of GoT making public announcement. must not issue statements to press stating high level support of reports until after stated by officials | TRAFFIC Policy Forum DPG |
| 4 | Need to clarify roles & responsibilities of individuals / institutions involved in licensing forest resource extraction. | Forest adjacent communities have access to documentation explaining licensing procedures and what to do when correct procedures are not followed. Increased number of illegal activities reported to the relevant authority. MNRT (FBD) staff fulfill their professional roles re. licensing. | Forest adjacent communities. Private sector. MNRT (FBD) staff particularly staff on the ground. | Roles, responsibilities and options (i.e. this is what you do in the case of illegal activity...) made available to stakeholders in user friendly formats. There are regulations & procedures that guide harvesting, processing & exporting of timber. Everyone must follow these in a transparent way. These are | Radio (consider soaps) Simple language leaflets / booklets, e.g. how to understand a harvesting license or what to do in case of illegality. | Radio communications ongoing, reinforcing the message. Follow-up dependant on findings of monitoring & evaluation | Must not be seen to undermine authorities, nor must it create antagonism | MNRT (FBD endorse leaflets) CSOs / NGOs / projects TAF CWT Radio stations |
| 5 | Low transparency of information and decisions increases the risk of bureaucratic corruption. | National guidelines for harvesting, processing and exporting timber products are streamlined and well publicised. Guidelines for private sector timber | Media type 1 Sawmills PCB Police & judiciary Shipping companies | There are regulations & procedures that guide harvesting, processing & exporting of timber. Everyone must follow these in a transparent way. These are | Media type 1 Booklets (Swahili & Eng.) Posters Radio FBD website | Monitor if the information is being made publicly available. | Detailed technical information on regulations etc. must be presented very clearly to avoid | MNRT CSOs PMO RALG LGAs |

⁶ Development partners are currently working on democracy – possibilities to team up need to be explored, there may be room for linking NRM to existing programmes.

⁷ many district have no harvesting plans so need to advocate for harvesting plans.

| | Issue | Measurable outcomes | Target audience | Key message | Media type | Follow-up | Risks | Implementing Partners |
|---|--|---|---|--|--|--|---|---|
| | | trade developed & available to investors. District timber harvesting plans made publicly available at district and village level as well as information on the outcomes of applications, actual timber trade, financial summaries & infractions. | Media type 1 & 2 Village Council VNRC DNRO Logging companies CSOs Police & judiciary | For harvesting to be implemented in a transparent way that benefits the nation, villagers, districts & other stakeholders timely & accurate information on timber harvesting in the area is needed Info that should be made public includes; Name of licensees Timber species, quantities, values & localities; Harvesting timeframe; and District harvesting plan ⁷ | Meetings & public forums. Media type 2 Notices posted in public places in villages & district offices. Meetings & public forums. | Continued dissemination of information to new private sector enterprises. | further confusing stakeholders or allowing for deliberate misinterpretation. | |
| 6 | Many villagers do not consider activities in contravention of forest legislation a serious illegal activity. | More reporting of illegal incidents. | Forest adjacent communities. Village government. Law enforcement Police, Judiciary, PCB at district level. Customs inc. Znz. | Principle forest crimes are ... (state what is illegal) Equating crimes with other crimes (e.g. shooting and elephant) Promote PFM & secure land tenure as an alternative and beneficial activity | Radio TV Cartoon posters Drama groups GoT staff: Direct engagement; Training & workshops | Radio communications could be ongoing. Publicise positive actions taken against illegal activities. | Likely to antagonise forest offenders. However, activity considered of overall low risk | Radio CSOs / NGOs / projects FBD Drama groups Target institutions |
| 7 | Zanzibar is increasingly a staging post for shipping timber from mainland to overseas destinations | Increased incidence of illegal shipments being stopped at Znz. | Gov. Znz (DCCFF) | Zanzibar is increasingly being used as a staging post for the shipment of timber from mainland Tz to overseas destinations. The timber is not always legally acquired. Shipping of illegally acquired timber undermines MKUKUTA, Vision 2025 & the MDGs. | Report presentations & meetings. Newspapers TV | If Gov. Znz staff change, ensure that they are kept informed. | Resistance of Gov. Znz to act. Publicise positive actions og Gov. Znz | Gov. Znz MNRT TRAFFIC CSOs / NGOs |
| 8 | Leveraging high level support from the GoT & international governments to address forest governance issues. | Forest governance in Tz is on the agenda of both the GoT and international governments, particularly donor countries. | GoT Donor governments | Economic losses threaten Tanzania's ability to achieve targets of MKUKUTA, Vision 2025 and MDGs. Current forestry practices are unsustainable and threaten the long term prospects of revenue | Meetings Briefing documents | Continue to re-enforce the importance of good forest governance to the attainment of development goals. | GoT feels threatened and becomes unreceptive to communications. | Alliance partners |

| | Issue | Measurable outcomes | Target audience | Key message | Media type | Follow-up | Risks | Implementing Partners |
|----|---|--|---|---|--|---|--|---|
| | | | | collection. | | | | |
| 9 | Devolution of forest control and management from government to village level has proved relatively slow and costly, with some villages defying PFM initiatives to make quick profits from quick timber trade opportunities. | <p>Increased number of PFM agreements in existence and communities are receiving benefits from PFM.</p> <p>Awareness and knowledge of PFM has increased to the point that communities demand it, understanding that PFM is more beneficial than a logging boom-bust cycle.</p> | <p>Village as a community</p> <p>VNRC</p> <p>Village government</p> <p>District council</p> <p>Loggers / timber traders</p> <p>Truckers / transports</p> <p>CSOs</p> <p>Courts / police / PCB</p> <p>Development partners (donors)</p> <p>PM RALG</p> <p>MNRT (FBD)</p> | <p>Who gains and who loses? 1) with PFM 2) without PFM</p> <p>Publicise PFM success stories.</p> <p>Message to MNRT – speed of PFM must be increased because communities are losing benefits of PFM arrangements due to slowness of bureaucratic process of attaining PFM.</p> | <p>Radio</p> <p>TV</p> <p>Posters</p> <p>Leaflets</p> <p>Newspapers</p> <p>Cartoons</p> <p>Drama</p> | <p>Resource capture (financial & technical)</p> <p>M&E of; GoT initiatives & processes re. PFM; & Campaign interventions</p> | <p>Resistance from pro government management sector.</p> | <p>Alliance partners</p> <p>MNRT</p> |
| 10 | Reportedly low success rates of investigations and prosecutions | <p>Increased knowledge and awareness on law & legal procedures.</p> <p>Better understanding of forest values & stronger enforcement of relevant laws resulting in increased number of investigations & prosecutions.</p> | <p>Legal Reform Programme</p> <p>Village as a community</p> <p>Village government</p> <p>District councils</p> <p>Courts, police, PCB</p> <p>Timber traders & loggers</p> <p>MNRT (FBD)</p> <p>CSOs</p> <p>Transporters</p> | <p>Tolerate forest crimes and the result is;⁸</p> <p>Continuation of / increase in poverty;</p> <p>Revenue is lost (village, district & national);</p> <p>Water availability decreases;</p> <p>Local climate becomes more vulnerable to extreme weather events; and</p> <p>World acclaimed biodiversity is lost.</p> | <p>Radio</p> <p>TV</p> <p>Posters Leaflets</p> <p>Newspapers</p> <p>Cartoons</p> <p>Drama</p> <p>Popular version printed materials</p> | <p>Additional & / or specific guidelines outlining how to deal correctly and promptly with respect to forest crimes.</p> <p>Publicise successfully prosecutions using mass media.</p> <p>Praise positive actions of persons / authorities who brought about the successful prosecution.</p> | <p>Additional load to the legal system.</p> <p>Price of timber may rise as availability of illegally sourced timber decreases.</p> | <p>Alliance partners</p> |
| 11 | Bureaucratic impediments are one of the main reasons prompting timber traders to bypass officially required processes and engage in corruption. | <p>Longer term business permits issued, through transparent process and in consideration of sustainable forest management. Contracts are publicly available</p> <p>Harvest committee minutes are publicly available, longer term</p> | <p>MNRT (FBD)</p> <p>Min. Finance</p> <p>Private sector (listed companies)</p> <p>Harvesting</p> | <p>Long term competitive business promotes more transparent & sustainable forest management.</p> | <p>Newspaper(including adverts, radio, TV</p> <p>Open letters to Ministers, President & MPs</p> | <p>Identification of who is doing what & establish the gaps</p> <p>Continued presence in the media (perhaps</p> | <p>Bad companies get the long term contracts.</p> <p>Delay and bad benefit sharing arrangements.</p> | <p>MNRT (FBD)</p> <p>Community representatives</p> <p>NGOs</p> <p>Mjumita</p> |

⁸ Order in which these messages are portrayed one must consider the stakeholder targeted. E.g. biodiversity loss & climate change not as powerful a message to villagers as relating issues of poverty.

| | Issue | Measurable outcomes | Target audience | Key message | Media type | Follow-up | Risks | Implementing Partners |
|----|---|---|---|--|---|----------------------------|---|-----------------------|
| | | contracts in place & publicly available. | companies at district and village level. | | Open meetings Policy briefs | open letter to the editor) | | |
| 12 | Low awareness amongst civil society of socio-political factors affecting governance and limited private sector involvement. | Relevant stakeholders aware of historical socio-political factors affecting forest governance. Aware that the issue is not as simple as law enforcement. | NGOs Private sector | Historical socio-political pressures still affects governance today. | Presentations Meetings (by S. Milledge) | | | TRAFFIC |
| 13 | Tanzania indigenous timber exports are barely ecologically, legally or socially acceptable in many export markets. | Actual timber harvesting is based on harvesting plans set at a sustainable level of extraction. Species and DBH of harvested trees concur with a sustainable harvesting plan. Pre-export value addition is happening, increasing revenue to Tz. | The general public Shipping companies International consumers | Illegally & unsustainably harvested timber is undesirable on the international market. Involvement in such forest crime threatens Tz's development initiatives. Involvement in the export (shipping) of unsustainable / illegal timber products is not beneficial to the reputation of international shipping companies. Timber products exported from some African countries, including Tanzania, are not subject to sustainable harvesting, destroying forests, in addition value is not getting back to forest adjacent communities. ⁹ | Radio Newspapers TV International radio International press | Dependant on M & E. | Once timber has been exported from Tz to China and has been processed and shipped as a product to a developed country, the country of origin of the wood is untraceable. International campaign could damage all timber trade from Tz and undermine MKUKUTA – this is not desirable. | CSOs / NGOs |

⁹ Make linkages with other advocacy campaigns. IUCN linked with Traffic will publicise timber trade to china

5 ALLIANCE NAME

It is important that activities undertaken under the advocacy and awareness campaign are well branded, affording the audience easy recognition. Workshop participants brainstormed possible names for the alliance of partners to operate under for Campaign activities.

It was agreed that the chosen name should work in both Swahili and English, with the Swahili name taking priority. Materials / activities undertaken by the alliance will be branded with the agreed alliance name. In addition to the agreed name, partner organisations will be listed by name, in order to acknowledge the role played by each partner, but also to give weight to Campaign activities. Below is the list of suggested names;

- Haki Misitu
- Misitu ni Utajiri
- Misitu kwa Maendeleo ya Taifa / umma?
- Misitu Inatoweka
- Misitu Kwamafedha
- Zuia Uvianji Holera
- Zuia ya Uporaji wa Misitu
- Misitu Mpya Usimamizi Mpya Maendeleo Mapya
- Misitu na pato la taifa
- Chama cha msitu
- Future Forests
- Forests for All
- Tanzania Forest Alliance
- Alliance for Tanzania's Forests
- Forest Alliance Tanzania

It is important that the name is catchy, in this respect the name should ideally be no longer than two to three words. TNRF will undertake further analysis and send proposed names to partners for consideration.

6 MISSION STATEMENT

Workshop participants discussed a Mission Statement for the alliance. The resultant Mission Statement was;

- Good forestry sector governance and sustainable management of Tanzania's forests, for the benefit of present and future generations.

7 INSTITUTIONAL ARRANGEMENTS

Workshop participants agreed that all parties involved in Campaign activities should sign a Memorandum of Understanding (MoU) agreeing to operate under the alliance.

It was agreed that the MoU should contain a clause that any organisation can pull out (or sign up) to specific activities that their organisations may / may not be in a position to support, i.e. when a product of the campaign is ready to be rolled out partners will be asked to support it. Those partners who agree to support the particular activity will have their names listed under the alliance's name.

7.1 How do we make the activities happen?

It was agreed that TNRF should take the coordinating role in running the Campaign. There will be a Liaison Group facilitated by TNRF. The Liaison Group will be composed of five representatives drawn from the Forest Working Group, the Development Partners' Group, TRAFFIC, the Policy Forum and the MNRT/FBD. At Liaison Group meetings, if multiple people from the same organisation are present, each institution gets one vote, should the need to vote arise during decision making. The Liaison Group will report to the Tanzania Forest Working Group.

It is proposed that work will be divided thematically, i.e. organisations will be chosen for specific tasks based on their field(s) of expertise.

It was agreed that the Campaign requires an office in Dar es Salaam. Possibilities of sharing office space with a Campaign partner will be investigated, TFCG is one possibility.

It was proposed that a Communications Unit be established specifically to run the Campaign, manned by staff employed specifically for the Campaign. The Campaign will still utilise the specialist skills of partner organisations. TNRF are in a position to employ such staff once funding is secured.

It was agreed that a close relationship should be maintained with FBD and that Campaign activities should not be launched in a surprise manner. However, The Campaign must be prepared to agree / disagree with the ministry, but when ever possible an amicable relationship should be maintained.

8 NEXT STEPS

The results of the workshop will be developed into an Advocacy and Awareness Raising Proposal inclusive of an action plan and budget, ready for approval by campaign partners and submission to possible donors.

Prior to the next Tanzania Forest Working Group meeting, the proposal will be circulated ready for discussion at the meeting. Comments from the Group will be incorporated into the proposal document, once endorsed by the Tanzania Forest Working Group, funding will be sourced for the Campaign.

A 1 ANNEX 1: MINUTES OF THE LIAISON GROUP MEETING 1 – PLANNING

Held on the 4th May 2007 at the office of the Tanzania Forest Conservation Group

Attendees

1. Yassin Mkwizu, Governance Project, IUCN (Chair)
2. Dr. Andreas Böhringer, Senior Policy Advisor, Forest Policy Implementation Support, MNRT / GTZ
3. Verdiana Chamuya representing George Matiko (FBD)
4. Nike Doggart, Senior Technical Advisor, TFCG
5. Rehema Njaidi, representing MJUMITA, TFCG
6. Mr. Ndossi, Publicity Secretary, TAF
7. Cassian Sianga, Forest Governance, TNRF
8. Freya St John, Consultant to TNRF
9. Andrew Williams, Coordinator, TNRF

This first meeting of the Liaison Group for **Forestry, Governance and National Development: An Advocacy and Public Awareness Initiative** (the Campaign) was opened by Yassin Mkwizu who chaired the meeting.

A representative of the Policy Forum was unable to attend the meeting.

A 1.1 Overview of the proposal development process

Andrew Williams provided the Liaison Group with a brief overview of the proposal development process outlining that the Liaison **Group has been formed to guide the process of development and direction of the Forestry, Governance and National Development Advocacy and Public Awareness Campaign**. Things to consider include;

What are realistic outcomes of the campaign?

Is the campaign looking for concrete changes at the government / policy level or to increase the level of awareness – Is this an advocacy campaign or a communications strategy?

The Objective of the campaign has not been outlined in the proposal. The Liaison Group should define the Objective(s).

The consensus of the Liaison Group was for an Advocacy Campaign that will result in change, but the Campaign will be complemented by an initial awareness raising component to ensure that the findings of the report are utilized rather than the report simple being put straight on the shelf.

When conducting an advocacy campaign the objectives must be made clear from the start in order that communications are focused in the correct direction. In addition the specific target audiences should be decided upon at an early stage – where can the largest impact be made – should be considered in the planning process.

Questions that need answers include;

What types of messages go down well with different audiences – what are the effective ways of communicating with different parties?

A 1.2 Objectives of the Campaign

It was agreed that the focus of the Campaign will be on the findings of the TRAFFIC report: *Forestry, Governance and National Development: Lessons Learned from a Logging Boom in Southern Tanzania*. Issues covered in this report are largely generic across the forestry sector.

The overall objectives of the campaign are;

Forest-peripheral communities become aware of the economic value of forest resources and begin to demand and receive benefits arising from sustainable participatory forest management.

Key forest governance issues are addressed through increased stakeholder awareness and the adoption of appropriate stakeholder actions focused on stopping the illegal timber trade and promoting best practices in forest management.

A 1.3 Issue arising

An issue arose at this stage of the meeting regarding the limited access that people have had to the TRAFFIC Report. Indeed the TAF and FBD representatives had yet to see a copy of the report. It is proposed that as a minimum requirement, all attendees of the workshop receive a hard copy of the report summary well in advance of the workshop.

The meeting was informed that all of the hard copies currently available from TRAFFIC have been earmarked for distribution lists, and the Liaison Group needs to ensure that enough copies are secured for people attending the workshop.

A 1.4 What is the scope of the Campaign?

The Recommendations section of the TRAFFIC Report was referenced in order for the Liaison Group to outline the broad scope of the campaign which will be presented to the workshop. It is proposed that the scope of the campaign be split into two complementary components;

Communications: Increase general awareness of the report – through a communications campaign. Increasing ownership of the report will help ensure that this report is not sitting on shelves but is noticed and stimulates action. In particular awareness of the report is to be increased within the study area.

Advocacy: Adoption of appropriate actions to address illegal logging and weak forest governance – four main 'Issues' were pulled out of Table 70: Summary of recommendations and priority ratings, and noted as possible areas where the Campaign could take action. *Prior to the workshop, ideas will be developed around these four Issues; they will then be presented to the workshop for discussion.* It was decided the Required Actions as laid out in the TRAFFIC report could be adapted as appropriate.

For each issue it is important to know;

What are the contributing elements within each Issue?

Who are the stakeholders involved? - Knowing who the stakeholders are you can develop message that is appropriate.

Note: Part one: **Communications: Increase general awareness of the report** is to be addressed in part directly by TNRF before the workshop. TNRF will produce a Swahili translation of the TRAFFIC summary report. TNRF will also outline a straight-forward communications strategy and plan for the report.

A 1.5 Monitoring and evaluation

Before rolling out the Campaign baseline data of knowledge and awareness of the target audience must be acquired, and likewise, after the campaign has been rolled out knowledge and awareness must be re-assessed. As such some monitoring and evaluation measures need to be defined for each target audience.

A 1.6 Size of the campaign strategy

It was agreed that the 'ideal campaign' should be developed and the issue of resources be addressed as a second step.

A 1.7 Emerging priorities from the TRAFFIC report

Four main issues were extracted from the Summary of recommendations of the TRAFFIC report. Two of these issues are from the Accountability section; one from the HR section; and one from the Forest Management section (see table below).

| Issue | Required action | Priority |
|---|--|----------|
| Accountability | Wider government involvement in forestry governance issues | |
| Low participation of some stakeholders in governance issues, especially parts of government dealing with financial integrity, politics, corruption and ethics | Internal disclosure of forestry sector assets and wealth by public officials within MNRT and, at a higher level, all members of the Executive | High |
| | PNREC facilitated to produce an action plan for overseeing developments within the forestry sector. | Low |
| | Seminar held to raise awareness amongst relevant stakeholders regarding corruption in the forestry sector. | Medium |
| | Greater emphasis on forestry during public income and expenditure reviews. | High |
| Accountability | Promoting transparency and knowledge sharing | |
| Low transparency of information and decisions increases the risk of bureaucratic corruption. | Use public notice boards at village and district levels (e.g. outcomes of applications, actual timber trade, financial summaries and infractions). | High |
| | District timber harvesting plans, based on forest inventories, should be made publicly available. | Medium |
| | Revise and publicize private sector guidelines for harvesting, processing and exporting timber products, including criteria, timeframes and roles. | High |
| Underutilized media. | Raise the profile of issues linking timber trade and poverty alleviation, and other relevant developments. | Medium |
| Generally low profile and wrong perceptions of forestry governance issues in the country. | Targeted campaign on anti-forest-corruption using advertisements in all formats (television, radio and print). | High |
| Low awareness amongst civil society of socio-political factors affecting governance and limited private sector involvement. | Non-governmental player working in the forestry sector to link with broader civil society groupings to share capacity. | Medium |
| Many villagers in southern Tanzania do not consider activities in contravention of forest legislation a serious illegal activity | MNRT consider a well-implemented communications strategy to address such attitudes. | Medium |
| HR management | Improving moral values | |
| Apparent erosion of moral values is affecting efforts to address illegal activities and corruption in the forestry sector | Delivery of strong messages from senior levels of leadership denouncing internal involvement and collusion in timber trade. | High |
| | Make example of a few public officials where warranted – disciplinary action. | Medium |
| Forest management | Participatory forest management | |
| Devolution of forest control and management from government to village level in southern Tanzania has proved relatively slow and costly, with some villages in southern Tanzania defying PFM initiatives to make quick profits from quick timber trade opportunities. | Initiate community awareness programme – forms of community participation, true timber values, potential benefits, responsibilities, and legal procedures. | High |
| | Future donor-funded PFM initiatives to strive towards ten-year funding commitments | Low |
| | Educate and co-ordinate village environmental committees in the screening of potential private investors. | Low |
| | Explore the possibility of designated villager as Forest Officers as a means to build local ownership. | Medium |

Source: Milledge *et al.* (2007)

For each of the Issues pinpointed by the Liaison Group, workshop participants will be required to complete a stepwise process of;

Agreeing which Issues can be targeted by the proposed Campaign.

Define the target audience of each Issue that the workshop agrees to adopt as part of the Campaign.

Agree upon the overall key message for each Issue the workshop agrees to adopt as part of the Campaign.

Suggest appropriate monitoring and evaluation indicators for each Issue the workshop agrees to adopt as part of the Campaign – as a guide for the Liaison Group and for further review

A 1.8 Workshop Content

A 1.8.1 Activities in workshop

1. Half hour TRAFFIC Report presentation focusing on governance cause-effect issues (Simon Milledge)
2. Overview of the Campaign Development Process to date (TNRF)
3. Questions and answers
4. Experiences from running advocacy campaigns (Rakesh Rajani, Haki Elimu)
5. Questions to (Rakesh Rajani, Haki Elimu)
6. The Campaign Vision 1) Raising awareness 2) Advocacy (TNRF)
7. Raising Awareness – a strategy outline (TNRF)
8. Questions and answers
9. The Advocacy Campaign; Issue 1. Following a short cause / affect presentation, workshop participants will follow steps 1 – 4 as outlined below the table of issues (above) (Simon)
10. The Advocacy Campaign; Issue 2 ()?
11. The Advocacy Campaign; Issue 3 ()?
12. The Advocacy Campaign; Issue 4 ()?
13. Campaign name* e.g. 'Future Forests' (all participants – brainstorm and group agreement)
14. Mission Statement (all participants – brainstorm and group agreement)
15. Requirement of an MoU (TNRF)

* Note: Campaign name: The Advocacy Campaign will require an identity i.e. a name and possibly a logo. This will be the subject of a brainstorming session at the workshop. Suggested names for this Advocacy Campaign include;

Tanzania Forest Alliance
Alliance for Forest Governance in Tanzania

However, it may be considered prudent to avoid words such as 'alliance', as it could be interpreted as being threatening.

** Note: A letter of intent / MoU will be needed between parties involved in the Campaign. Workshop participants will be informed of this. It is not expected that this create significant discussion at this stage.

A 1.9 Risk Management

A legal expert will attend the workshop.

A 1.10 Contact details

| | |
|---------------------|--|
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A 2 ANNEX 2: WORKSHOP AGENDA

Preparatory Workshop
22nd -23rd May, 2007
Courtyard Hotel, Dar es Salaam

Day one

9:00 – 11:00 Session One

- Registration and Introductions
- Presentation - TRAFFIC Report (Simon Milledge)
- Questions and answers
- Presentation - Overview of the Campaign Development Process to date (TNRF)
 - 1) **Communications** - raising awareness – presentation of a strategy outline (TNRF)
 - 2) **Advocacy** – focus of this workshop
- Questions and answers

11:00 – 11:30 Health break

11:30 – 12:00 Session Two: Reviewing past advocacy experiences

- Presentation - Past advocacy experiences - Haki Elimu
- Questions and answers

12:00 – 13:00 Session Three: Thinking about focused cause-effect relationships

- Plenary discussion - to review and focus on developing a problem-tree focused on **selected key issues** identified in the TRAFFIC report underpinning governance shortfalls and illegal-logging.

14:00 – 15:00 Session Three cont.: Thinking about focused cause-effect relationships

15:00 – 16:00 Session Four: Developing the advocacy campaign

- Group work – developing advocacy campaign outputs from the problem-trees on each selected key issue area, specifically:
 - Measurable outcomes/changes - knowledge, attitudes, decision-making and practices
 - Target stakeholders (up to ten stakeholder groups)
 - Key messages (generic or focused?)
 - Choice of media / communication
 - Timeline / sequence (in relation to parallel initiatives /govt processes etc)
 - Continuity / follow-up actions
 - Initial risk assessment
 - Implementing partners

16:00 – 16:30 Health break / Recess

DAY TWO

9:00 – 11:00 Session Four cont. Developing the advocacy campaign

- Registration and Introductions
- Group work continues and presentation
- Emerging issues for developing campaign

11:00 – 11:30 Health break

11:30 – 13:00 Session Five: Developing the advocacy campaign

- Group presentations – on advocacy design and outputs
- Questions and answers

13:00 – 14:00 Lunch

14:00 – 14:30 Session Six: Mission, identity and institutional arrangements

- Campaign name and institutional arrangements
e.g. 'Future Forests' (all participants – brainstorm and group agreement)
- Mission Statement development

14:30 – 15:30 Session Seven: Draft advocacy campaign

- Presentation of draft advocacy campaign based on group work
- Final Questions and answers

15:30 – 16:00 Health break / Close

Invitees

- | | |
|----------------------|-----------------------------|
| 1. Andreas Böhringer | MNRT / FBD / DPG / GTZ) |
| 2. Nike Doggart | TFCG |
| 3. George Matiko | FBD |
| 4. Yassin Mkwizu | IUCN |
| 5. Mr. Ndossi | TAF |
| 6. Simon Milledge | TRAFFIC |
| 7. Adrian Kahemela | TFCG |
| 8. Semkae Kilonzo | Policy Forum |
| 9. Joseph Makala | Mpingo Conservation Project |
| 10. Daniel Alfei | Farm Africa |
| 11. Sist Joseph | Tumaini University |
| 12. Kalyst | Babati District |
| 13. Mhina | Pangani District |
| 14. PSI | |
| 15. Stephen Mariki | WWF Tanzania |
| 16. George Jambia | WWF Tanzania |
| 17. Aichi Kitalyi | ICRAF |
| 18. Alfred Kalaghe | Care Tz |
| 19. Paul Nyiti | WCST |
| 20. Cassian Sianga | TNRF |
| 21. Andrew Williams | TNRF |
| 22. Freya St John | TNRF (consultant) |

A 3 LIST OF PARTICIPANTS

| | | |
|----------------------|--|--|
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