



Jumuiko la Maliasili Tanzania

Tanzania Natural Resource Forum

Tanzania Natural Resource Forum

STRATEGY FOR 2009-2011

**Prepared by the TNRF Secretariat
January 2009**

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Glossary

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

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Date January 2009

A brief background to TNRF

The Tanzania Natural Resource Forum is a network of individuals and organisations which has grown from a small, informal discussion group with a focus on wildlife issues, to a natural resource advocacy and informational network. TNRF works for improved natural resource governance by being a demand-driven network of members and partners that helps people to bridge the gap between:

- People's local natural resource management experiences and practices, and
- National natural resource policies, laws and programmes.

TNRF seeks to support its members by:

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

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

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

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

1 EXECUTIVE SUMMARY – TNRF’S STRATEGY 2009-2011

1.1 Mission

TNRF will work for improved governance and renewable natural resource management by being a demand-driven network of members and partners that helps people to bridge the gap between:

- People’s local natural resource management needs and practices, and
- National natural resource management priorities, policies, laws and programmes.

1.2 Objectives

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

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

1.3 Activities

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

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

2 TNRF'S CORE VALUES AND PRACTICES

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

- Standing for environmental stewardship
- Standing for social justice
- Standing for sustainable livelihoods
- Standing for ethical and responsible business practices

- Promoting and working through partnerships
- Encouraging visionary leadership
- Finding common ground
- Not compromising its principles or its values
- Being assertive and consistent
- Maintaining open communications at all times
- Being non-discriminatory of people's identity (faith, ethnicity and gender)

- Acting with integrity and honesty
- Being accountable and open
- Being representative, responsible and responsive to its members and partners
- Being participatory and inclusive
- Being a 'learning' organisation

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

3 TNRF'S STRATEGY

3.1 Vision

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

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

3.2 Mission

TNRF will work for improved governance and sustainable renewable natural resource management by being a demand-driven network of members and partners that helps people to bridge the gap between:

- People's local natural resource management needs and practices, and
- National natural resource management priorities, policies, laws and programmes.

3.3 TNRF's Objectives

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

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

3.4 TNRF's Five Strategic Areas of Programmatic Focus

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

A. *Increasing participation and the availability of information*

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

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

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

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

C. Innovating and adapting for enhanced economic and environmental outcomes

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

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

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

3.5 Participation, Communications and Information Sharing

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

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

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

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

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

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

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

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

3.5.3 Liaising and working with Central Government and Parliament

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

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

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

3.5.4 Communicating TNRF's mission, objectives and activities

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

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

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

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

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

3.6.1 Pastoralism and Livelihoods Task Force (PLTF)

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

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

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

3.6.2 Tanzania Forest Working Group (TFWG)

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

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

3.6.3 Wildlife Working Group (WWG)

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

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

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

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

3.7 Promoting Benefit Sharing and Payments for Ecosystem services

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

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

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

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

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

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

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

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

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

3.8 Cross-cutting Issues – Poverty and Environment

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

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

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

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

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

3.8.2 MKURABITA (The Property and Business Formalization Programme)

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

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

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

3.8.3 Local Government Reform

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

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

3.9 Monitoring and Evaluation

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

3.10 Managing TNRF’s Risks and Opportunities

3.10.1 An Assessment of TNRF’s Risks and Opportunities

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

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

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

3.10.2 Prioritising areas of highest opportunity

HIGHEST POTENTIAL FOR EXCELLENCE

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

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

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

3.10.3 Mitigating TNRF’s greatest potential risks

HIGHEST RISKS FOR PERFORMANCE

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

INTERMEDIATE RISKS FOR PERFORMANCE

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

3.11 TNRF Governance and Operations

3.11.1 TNRF's Structure, Governance and Operations

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

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

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

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

3.11.2 TNRF's Membership

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

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

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

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

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

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

3.11.3 TNRF's Steering Committee

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

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

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

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

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

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

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

3.11.5 TNRF's Secretariat

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

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

- **PROJECT PERSONNEL** – staff employed to implement time-bound TNRF projects that fall under TNRF’s collaborative programmes and core activities. Currently the following staff are employed:
 - **Mama Misitu Communications and Campaign Manager – Dar es Salaam**
 - **Mama Misitu Field Coordinator - Dar es Salaam**
 - **Mama Misitu Administrator - Dar es Salaam**
 - **Biofuels Research Associate – Arusha**

- **INTERNS & SECONDMENTS** – young people and members/partners who temporarily join the Secretariat as opportunity to further develop their knowledge, improve their skills and widen their experience.

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

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

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

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

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

Diagram 1: The Concept underlying TNRF's Functioning

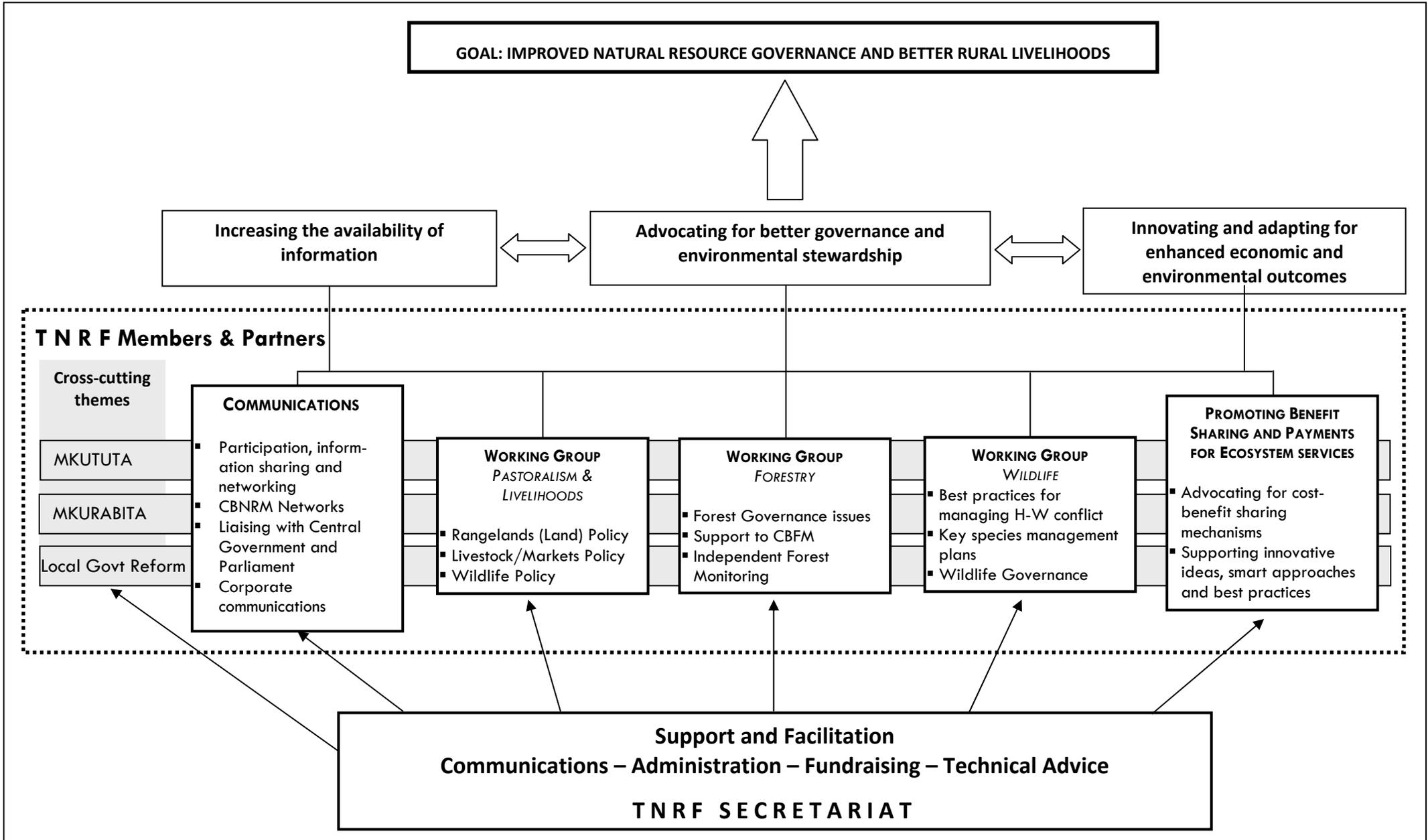


Diagram 2: The Forthcoming Structure of TNRF's Secretariat and its Support to Members in 2009 - 2011

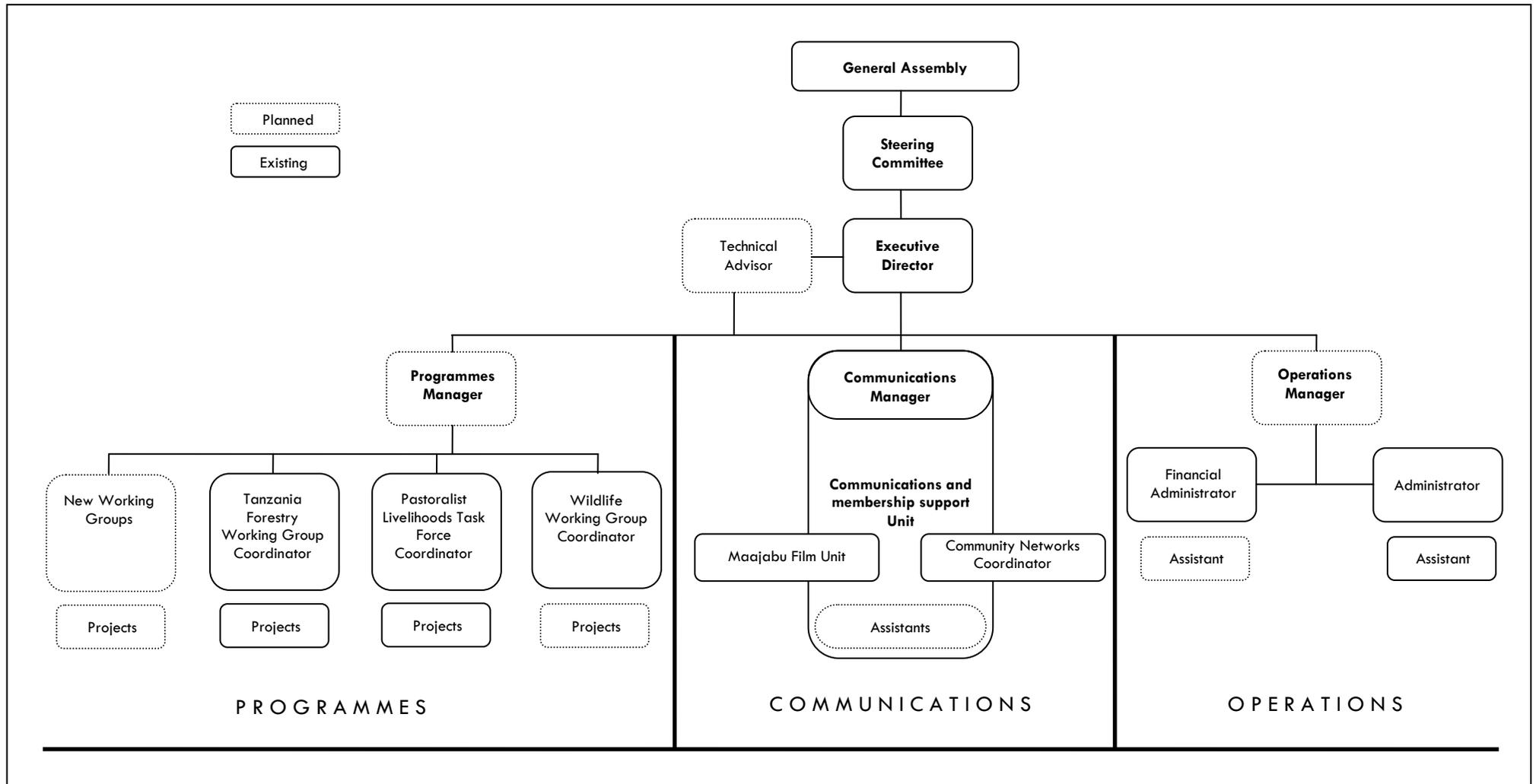


Diagram 3: TNRF's Institutional Relationships

