



FORESTRY, GOVERNANCE AND NATIONAL DEVELOPMENT



A COMPLEMENTARY TWO PART CIVIL-SOCIETY INITIATIVE ON:

- COMMUNICATIONS AND ADVOCACY
- INDEPENDENT FOREST MONITORING



The 'Forestry, Governance and National Development' initiative is a collaboration of the *Tanzania Forest Working Group* facilitated by the *Tanzania Natural Resource Forum*

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PREFACE

This document constitutes two separate but closely related initiatives that have been developed by the Tanzania Forest Working Group, facilitated by the Tanzania Natural Resource Forum.

- The first initiative is encapsulated in a *full proposal* for '**Mama Mimitu**' – a communications and advocacy campaign. This proposal has been developed through a fully participatory process with members of the Tanzania Forest Working Group.
- The second initiative takes the form of a *concept proposal* for **Independent Forest Monitoring**, which includes inception, design and implementation phases, building on the participatory and collaborative approach previously adopted for the '**Mama Mimitu**' proposal.

Both components will complement each other and are designed to be implemented simultaneously. Mama Mimitu will be launched first. It will pave the way for increased awareness about governance and forest management, and will help build important political and public support for independent forest monitoring. It is proposed that the Independent Forest Monitoring initiative inception will closely follow that of Mama Mimitu's. It will inform civil society and government how their efforts to improve forest management and governance are progressing in a transition period as government continues to develop and strengthen its own forest monitoring.

Both initiatives will be facilitated by the Tanzania Natural Resource Forum (TNRF), on behalf of and with the Tanzania Forest Working group.

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This proposal document was prepared by Freya St. John, Cassian Sianga and Andrew Williams.



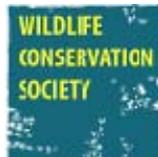
'MAMA MISITU'

AN ADVOCACY AND PUBLIC AWARENESS INITIATIVE

A PROPOSAL



Africare



The 'Mama Mimitu' campaign is a collaborative initiative of the Tanzania Forest Working Group facilitated by the Tanzania Natural Resource Forum

EXECUTIVE SUMMARY

Good forest governance can ensure broad-based, equitable and sustainable benefits for Tanzanians in line with national and local development goals, without compromising ecological forest integrity. However the findings of the report, **'Forestry, Governance and National Development: Lessons Learned from a Logging Boom in Southern Tanzania'**, released in May 2007, highlight how, in recent years, a number of complex social, economic and political factors have hampered Tanzania in realising the true value of its forests.

Produced by TRAFFIC, authorised by the Ministry of Natural Resources and Tourism, and with support from the Tanzania Development Partners Group, the report describes the interlinked challenges in the forestry sector that threaten Tanzania's ability to achieve its development targets outlined in MKUKUTA, Vision 2025 and the Millennium Development Goals. However, the report states that the *status quo* can be addressed. Tanzania has a sound forest policy with progressive and innovative forest laws. What remains is ensuring their better implementation and improving forest governance.

It is widely recognised that achieving good forest governance needs to be the responsibility of everyone working together

In light of the findings of the report, the Tanzania Forest Working Group recognises the need for a targeted advocacy and awareness raising campaign in support of the report's recommendations, further increasing the likelihood of them being addressed.

As such the Tanzania Forest Working Group became the forum for the development of the *'Mama Misitu'* campaign, a name chosen to allow for the development of an enigmatic character and household name. *'Mama Misitu'* will be developed and used as a powerful tool to deliver messages to a wide audience. *'Mama Misitu'* is a collaborative initiative of members of the Tanzania Forest Working Group.

This proposal outlines *'Mama Misitu's'* two year advocacy and awareness raising campaign that will target both national and international stakeholders at multiple levels.

The overall objectives of *'Mama Misitu's'* campaign are;

1. Forest-adjacent communities become aware of the economic value of forest resources and begin to demand and receive benefits arising from sustainable forest management.
2. Key forest governance issues are recognised and 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.

With an accumulative experience of more than 190 years project implementation experience in Tanzania, partners of *'Mama Misitu'* have an extensive knowledge base that will ensure efficient implementation of the campaign.

1 INTRODUCTION

This proposal outlines the ‘Mama Misitu’ forest governance, advocacy and awareness raising campaign. The Tanzania Forest Working Group¹ enabled the development of the ‘Mama Misitu’ campaign, which is an initiative of concerned NGOs, in response to a detailed report, ‘**Forestry, Governance and National Development: Lessons Learned from a Logging Boom in Southern Tanzania**’ released into the public domain in May 2007.

The specific mission of the ‘Mama Misitu’ campaign is to conduct a forest governance communications and advocacy campaign to help improve forestry sector governance and sustainable management of Tanzania’s forests for the benefit of present and future generations. The campaign will focus on illegal logging nationally with an initial focus on south-eastern Tanzania.

‘Mama Misitu’ partners jointly hold over 190 years of project implementation experience in Tanzania, including, but not limited to, specific experience of;

- implementing participatory forest management activities;
- technical assistance and policy support to government partners;
- environmental education and awareness raising;
- community forest conservation; and
- biodiversity research and monitoring.

Each of ‘Mama Misitu’s’ partner organisations has been involved in the planning and design of this advocacy and awareness raising campaign, have endorsed this proposal, and have signed an MoU pledging their support and participation in campaign activities. Details of each partner organisation are given in Annex 1. The collaborative MoU is included as Annex 2.

1.1 The call for an advocacy and awareness raising campaign

In light of the findings of the report, ‘**Forestry, Governance and National Development: Lessons Learned from a Logging Boom in Southern Tanzania**’, the Tanzania Forest Working Group recognised the need for a targeted advocacy and awareness raising campaign in support of the report’s recommendations, further increasing the likelihood of them being addressed.

An effective advocacy campaign will ultimately help bring about major improvements in forest governance, particularly in southern Tanzania.

Research that resulted in this report was conducted by TRAFFIC during 2005 and 2006 under the authorisation of the Ministry of Natural Resources and Tourism and with support from the Tanzania Development Partners Group. The report was ultimately launched on the 30th July 2007 by the Minister of State President’s Office (Good Governance), Honourable Philip Marmo, in Dodoma.

It is widely recognised that achieving good forest governance should be the responsibility of everyone working together – ordinary citizens, local and central government, CBOs, NGOs, the private sector and international development partners. With this in mind, it is envisaged that, 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 ecological and economic significance of fundamental forest governance issues. Not least, people need to be encouraged to address the challenges that contribute to the continued haemorrhage of the nation’s indigenous timber resources and the loss of large amounts of Tanzania’s natural wealth.

¹ The Tanzania Forest Working Group is facilitated by the Tanzania Natural Resource Forum

'Mama Misitu' will work together with the Government of Tanzania to achieve the objectives of this campaign. Campaign activities have been designed to complement other initiatives underway, indeed parts of the campaign can be considered complementary to initiatives of the DPG as the campaign will promote PFM; transparency and information sharing; and contribute to the capacity of the Government of Tanzania to manage the forestry sector in a sustainable and transparent manner.

A 'lessons learnt in advocacy and awareness-raising' review has contributed to the design of *'Mama Misitu's'* campaign. A summary of key findings is included as Annex 3.

2

FORESTRY, GOVERNANCE AND NATIONAL DEVELOPMENT: LESSONS LEARNED FROM A LOGGING BOOM IN SOUTHERN TANZANIA – A SUMMARY

Starting with an introductory statement, from the TRAFFIC Overview document, which concisely summarises pertinent issues brought to light during the course of the TRAFFIC study, section 2 of this proposal highlights some of the key findings from the report.

‘Governance, forestry and national development are interlinked, but their relationship has not been well documented. The report endeavours to set out the immense value of forest resources to the Tanzanian people. It describes how current policy, as set out in the formal laws and regulations governing the management of these resources, was systematically being manipulated by domestic and foreign private sector interests in concert with senior Tanzanian and foreign government officials. The report continues to portray how consequently, the forests were being depleted at a rate that meant they would not be available to contribute significantly to the livelihoods of future generations. In addition, there were massive revenue-collection shortfalls at every level of government and significant, long-lasting negative effects on the environment. The report goes on to propose a series of measures that would help assure that Tanzania’s invaluable and irreplaceable forestry resources will be well managed for the benefit of present and future generations.’

From: Milledge et al, 2007, An Overview.

The report is realistic, not alarmist, and presents problems as opportunities.

The report documents the impact of illegal timber harvesting on the *miombo* and coastal forests of southern Tanzania. The intensity of harvesting – driven, amongst other things, by improved access and rising international demand – has led to large scale degradation of timber-rich forests. These forests are an ecologically and economically significant resource base that, if sustainably utilised by a well governed forestry sector, could significantly contribute to national development targets. In 2005 up to 96 per cent of collectable revenue was being lost, as a result of poor forest governance and weak law enforcement.

The current status quo is up to 96 per cent of collectable revenue being lost, as a result of poor forest governance and weak law enforcement.

Among other important issues, the report describes 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 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 the nation's 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.

Governance shortfalls threaten national development

Good forest sector governance can ensure broad-based, equitable and sustainable benefits in line with national and local development goals, without compromising forest integrity. Unfortunately, in Tanzania, a complex interplay of social, economic and political factors has hampered this achievement in recent years.

Forests and woodlands cover around 40% of the total land area of Tanzania, yet support the livelihoods of 87% of the poor population who live in rural areas.

In economic terms, Tanzania has lost massive potential revenues to wasteful harvesting and processing, non-collection of royalties and under-valuation of forest products.

Local harvesters have been receiving only 100th of the export value of hardwood timber, despite the lack of value-addition activities happening prior to export.

Negative impacts of deforestation on water catchments, hydroelectricity, soil erosion, fire outbreaks and the status of biodiversity are now evident in many parts of the country.

Such impacts effect the poorest of the poor to the greatest degree.

In 2004-5, nationwide losses of revenue to the Forestry and Beekeeping Division amounted to up to USD 58 million annually, due to the under-collection of natural forest product royalties in the districts.

Revenue was also lost at the export stages. China imported ten times more timber products from Tanzania than appear on Tanzania's own export records. This suggests that Tanzania collected only 10% of the revenue due from these exports.

Lack of sustainability: based on official forest inventories, if harvest rates as experienced in 2003 and 2004 continue, all harvestable high value hardwood timber in Kilwa and Rufiji districts will be commercially extinct within 20 years.

Legal compliance was frequently undermined at a number of stages along the line. Logging occurred without the necessary documentation; in unauthorised areas; stamped using forged hammers; in the absence of transport permits; transported nocturnally and; exported with invalid documentation.

Corruption

Even timber trade activities involving legally-harvested timber products were affected by bribery, highlighting the chronic nature of petty corruption.

At central and district government levels, many examples of self-dealing, nepotism and cronyism involving timber trade were evident.

Exceptions have been given to certain companies following nationwide harvest bans and other trade restrictions.

Communication gaps between rural communities and government have resulted in less support from many communities, increasing the opportunity for illegal activities.

The need for a focus on governance

Tanzania has taken many commendable steps in addressing shortfalls in the timber trade industry, including instituting logging and export bans. In addition the GoT has ratified Kyoto Protocol, Convention on Biological Diversity and the Convention on International Trade in Endangered Species (CITES).

However, interventions have focused on regulatory controls improving management capacity e.g. Participatory Forest Management, increased staffing and budget support.

These measures do not address some root causes behind governance shortfalls, e.g. governance shortfalls and corruption, or driving forces such as changes in global markets for hardwood products. A revised, holistic approach required.

Long-standing challenges of dual ministry mandates continue to plague effective governance, highlighting the importance of joint planning.

Since the most recent lifting of a nationwide forest harvest ban in 2006, independent observations have confirmed the continued transportation of irregular timber consignments from southern Tanzania

the
and
is

The 2005 National Strategy for Growth and Reduction of Poverty (NSGRP)

Timber trade dynamics are directly undermining cluster one and three of the NSGRP.

Over 50 per cent of some District Council budgets in southern Tanzania come from forest product revenue. Yet government fiduciary commitments to the forestry sector are low. Official estimates of the forest sector's contribution to GDP stand at 2-3 per cent. This estimate does not take into account large-scale illegal trade,

Timber trade dynamics are undermining the NSGRP

Cluster 1: growth and reduction of income poverty

Cluster 3: governance and accountability

ecosystem functions and services that lack true market values. A recent estimate from a study on forest accounts estimates that the combined annual value of forest goods and services is estimated at approximately TZS 2,214,000,000. That takes into account the value of forest products and ecosystem services suggests that they are worth about USD 2.2 billion per year to the nation.

Revenue losses are created by wasteful harvesting, processing, under-valuation and poor collection of revenue.

2005 forest inventories concluded that many forests are already depleted or severely depleted as a cause of unsustainable utilisation.

There is a lack of financial incentives for communities to be involved in sustainable forest management practices, in southern Tanzania, with the PFM setup process being labour and cost intensive.

Pervasive corruption was undermining the effectiveness of many interventions. There is low transparency of information and decisions, particularly regarding the formation of the Tanzania Forest Service.

There are high levels of illegality and low engagement of some key stakeholders such as the PCCB.

3 THE CAMPAIGN

Drawing on the substantial knowledge base of 'Mama Misitu's' partner organisations, an advocacy and awareness raising campaign has been designed to implement activities where the greatest results are likely to be achieved.

3.1 Campaign Strategy and Outline

The overall objectives of the campaign are;

1. Forest-adjacent communities become aware of the economic value of forest resources and begin to demand and receive benefits arising from sustainable forest management.
2. Key forest governance issues are recognised and 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.

3.1.1 Campaign coverage and focus

The campaign will last two years and will have national reach, with a specific focus in south-eastern Tanzania, where the high levels of illegal logging have been experienced. Six regions will be targeted:

- Coast
- Tanga
- Morogoro
- Lindi
- Ruvuma and
- Mtwara.

Up to 30 Districts will be selectively covered in these regions, with greatest focus being placed on particular districts and villages most associated with illegal logging or at greatest risk in the future.

3.1.2 Campaign 'Issue Groups' and their components

To achieve the campaign's objectives, 'Mama Misitu' will address seven '**Issue Groups**' which have been developed from the recommendations made in the TRAFFIC report:

1. Increasing stakeholder awareness about the economic value of forests and the need for improved forest governance;
2. Challenging corruption and encouraging improvement of moral values;
3. Improving stakeholder understanding of forest harvest compliance supported by increased availability of information;
4. Increasing local awareness about law compliance and improved prosecution of forest crime;
5. Emphasizing the need to strengthen PFM and improve the speed of its roll-out;
6. Improving stakeholder awareness about the need to increase timber export standards.

The following pages present each of these Issue Groups in turn, defining:

1. Target Audience;
2. Message(s);
3. Media Type and Activities;
4. Measurable Outcomes and;
5. Indicators.

3.1.3 Information and research audit

Before starting the campaign, there will be an initial information and research audit. The purpose of the audit is to ensure that 'Mama Misitu' is in possession of the most current information (such as guidelines, regulations, statistics, government measures, partner activities etc) and research (grey material and published) relevant to the campaign. 'Mama Misitu' will thereafter continue to ensure that its information resources remain current. At the end of the campaign, these resources will be kept and catalogued for use by the Tanzania Forest Working Group.

3.1.4 Communications tactics

The campaign has been designed to use the most appropriate media for each target audience. Each set of 'Media Type and Activities' has been designed to include **fail-safe mechanisms**, i.e. each communications message is projected in more than one way. For example, if an organisation missed a seminar, they will still receive the key messages through another means, perhaps via radio or printed media.

A key strategy is that the '**human touch**' is essential for a successful communications campaign. Thus at local level, a mobile communications unit will spend long periods of time visiting regions, districts and villages. Radio programmes will be designed to integrate and support the work of the communications unit.

Gender issues will given special consideration at the beginning of the campaign and a **strategy and action plan** will be developed in order to ensure that 'Mama Misitu' adequately addresses and supports women's participation and benefit from the campaign.

In addressing senior government officials, personal deputations by appropriate members of 'Mama Misitu' with specially prepared letters, briefs and information packs will be made.

3.1.5 Campaign identity, branding and collective responsibility

The campaign will operate under the name of 'Mama Misitu', the campaign will develop distinct branding to facilitate easy recognition and communication of its focus on forest governance issues. Draft branding concepts are under development, and these will be finalised at the beginning of the campaign. The aim is to achieve a brand identity with the greatest cultural and symbolic resonance to a wide cross-section of Tanzanians. To this end a female figure 'Mama Misitu' will be the campaign's lead character / image. As a mama she is the bearer and protector of life. Characters will be developed around 'Mama Misitu' as required to deliver specific messages.

Vodacom in Tanzania have proved how popular fictional characters can be in promoting and selling a product. Indeed anecdotal reports tell of children in villages running down the street to hear the latest radio advert from the character Georgi Porgie. *Mama Misitu* will be subject to strong character development to ensure that she becomes a strong personality that will be adopted at the household level.

An underlying aspect of the campaign is that it is a **collective and inclusive endeavour**. It is anticipated that this will minimise partners' exposure to political risk and financial liability, as well as maximising the legitimacy of the campaign.

3.1.6 Monitoring and Evaluation

Monitoring and Evaluation will be undertaken to gauge the success of the campaign. There are three monitoring and evaluation components that have been built into the campaign:

- 1) **Communications coverage:** The campaign will be monitored to assess how well its messages are being communicated in terms of their coverage in national media.
- 2) **People's awareness, attitudes and behaviour:** A Knowledge, Attitudes and Practices (KAP) survey will be conducted during the early stages of the 'Mama Misitu' campaign. This survey will be repeated towards the end of the campaign for comparative purposes. It is proposed that the KAP surveys be conducted by a local institution. In addition a **gender component** will be incorporated into the KAP study.
- 3) **Forest exploitation trends:** The fully trained TRAFFIC field team will be kept active. Collecting data from their field locations, they will provide continuing monitoring data collection throughout the campaign implementation period.

Monitoring and evaluation will include assessments of;

- policy change;
- reporting levels of forest crimes;
- number of PFM agreements;
- successful prosecutions for forest crimes; and
- an comparative analysis of timber trade in up to two districts where campaign activities are not implemented.

3.2 The Campaign Issue Groups and Summary Timelines

The detailed campaign presented by Issue Groups together with respective summary timelines is provided on the following pages.

NB: The organisations in brackets and italic text after each media type & activity are the lead organisations responsible for ensuring campaign activities are undertaken.

GROUP 1

ACTIVITY	QTR1			QTR2			QTR3	
	1	2	3	4	5	6	7	8
ISSUE GROUP 1								
Issue 1, message 1								
Workshops 6 regions								
Issue 1, message 1 & 2								
Cabinet brief								
Consultation meeting (x 4)								
Media consultation meeting (x 13)								
Issue 1, message 3								
Law compliance pack								
Law media coverage								

ISSUE GROUP 1 - INCREASING STAKEHOLDER AWARENESS ABOUT THE NEED FOR IMPROVED FOREST GOVERNANCE

- Generally low profile and wrong perceptions of the economic value of forests and forestry governance issues in the country.
- Low participation of some stakeholders in governance issues, especially parts of the GoT dealing with financial integrity, politics, corruption and ethics.
- Leveraging high level support from the GoT & international governments to address forest governance issues.

MESSAGE 1
Current forestry practices are unsustainable and threaten the long term prospects of revenue collection and national development.

MESSAGE 2
Shortfalls in forestry governance are hampering Tanzania from achieving the MDGs, Visions 2025 and MKUKUTA targets. Lost revenue results in fewer schools / dispensaries etc from being built. Economic losses threaten ability to achieve targets.

MESSAGE 3
The harvesting and export trade in timber is home to far more damaging corruption to the nation than originally known, this is an opportunity for PCCB to address corruption in the forestry sector.

INITIAL CAMPAIGN MEDIA PHASE
To build momentum as the campaign starts, an increasing level of sensitization in the media will be carried out.

- Newspaper TV, radio and billboard coverage

TARGET AUDIENCE
National level

- Cabinet
- Development Partners
- General public
- Media editors, journalists
- MoF, MNRT, MPEE
- PMO RALG, MNRT

TARGET AUDIENCE
Regional level

- Councillors, Technical Officers, MPs, TRA, District courts, Police, PCCB, APNAC, Local CSOs & NGOs

TARGET AUDIENCE
National level

- PCCB, Judiciary, MoJ, APNAC
- General public

MEDIA TYPE & ACTIVITIES

- Cabinet brief in letter form (??) (TNRF & TRAFFIC)
- Civil society consultation meeting (x 4) (TNRF & WWF)
- Meetings directly to media editors & provision of media pack (7 x newspaper, 3 x radio, 3 x TV) (TNRF)
- Articles in printed press, TV and radio (TNRF)

MEDIA TYPE & ACTIVITIES

- Workshops to raise awareness at regional level. (Six Regional workshops; Coast, Tanga, Morogoro, Lindi, Ruvuma and Mtwara) (TNRF & various partners at field sites)

NB Before working at regional level, need support of PMO RALG & MNRT

MEDIA TYPE & ACTIVITIES

- Civil society consultation meeting including law compliance pack (TNRF, IUCN-FLEG)
- Media coverage of campaign activities; promoting positive collaborations with law enforcement agencies and successes of agencies in tackling forest governance issues. (TNRF)
- Law compliance pack provided to newly appointed personnel when changes occur. (TNRF)

MEASURABLE OUTCOMES

- Key national stakeholders are aware of the contents of the TRAFFIC report.
- Forest governance is on the agenda of GoT & the donor community.
- Increased participation of MoF & MoP in forestry sector.

MEASURABLE OUTCOMES

Key local stakeholders in six regions of Tanzania (Tanga, Coast, Morogoro, Lindi, Mtwara and Ruvuma) are aware of the contents of the TRAFFIC report.

MEASURABLE OUTCOMES

- Increased and active participation of PCCB.
- Increased awareness of forestry corruption, causing rise in reports to PCCB.

INDICATORS

- Time given to forestry sector governance, assessed through interviews with key civil servants.
- Media coverage quantified.

INDICATORS

- Six districts have action plans to address shortfalls in local level forest governance.

INDICATORS

- Law enforcement agencies have access to, and understand, the regulations governing the forestry sector and their role within the sector.

- There is the possibility that all foresters will be perceived as being corrupt, thus undermining their ability to fulfil their jobs.
- There is a chance that the GoT will feel threatened and becomes unreceptive to communications.
- The potential revenue levels that are communicated to the Min. Finance, LGAs & district councils must be based on ecologically sustainable harvest rates.

3.2.1

ISSUE GROUP 2 – CHALLENGING CORRUPTION AND ENCOURAGING IMPROVEMENT IN MORAL VALUES

- Apparent erosion of moral values is affecting efforts to address illegal activities and corruption in the forestry sector.

ACTIVITY	QTR1			QTR2			QTR3
	1	2	3	4	5	6	7
ISSUE GROUP 2							
Issue 2, message 1 Briefing documents produced & delivery in person + media							

GROUP 2

MESSAGE

Corruption in the forestry sector is criminal and is resulting in lost national revenue. Such crime is undermining the good efforts of MKUKUTA, Vision 2025 & the MDGs.

TARGET AUDIENCE

President & Vice President
Prime Minister
Ministers of: Environment; Finance; Planning & Economic Empowerment; and NRT

MEDIA TYPE & ACTIVITIES

- Briefing document presented to target audience. (TNRF & MJUMITA)
- Positive mixed media coverage released, following statements made by top level officials; snippets of speeches / statement to be utilised. (TNRF & MJUMITA)

* **MJUMITA** Established in 2000, is a community forest conservation network comprising 57 CBOs and local area networks. Hosted by TFCG, MJUMITA increases the capacity of communities in the sustainable management and conservation of biodiversity rich forests.

MEASURABLE OUTCOMES

Clear public statements from top government leaders made & publicised.

INDICATORS

Public statements made by leaders through the media.

Risk Assessment & Assumptions

Success is dependent on statement from officials.
Statements to press must not pre-empt statements from officials.

3.2.2 Group 3

GROUP 3

ISSUE GROUP 3 – IMPROVING STAKEHOLDER UNDERSTANDING OF FOREST HARVEST COMPLIANCE SUPPORTED BY INCREASED AVAILABILITY OF INFORMATION

- Need to clarify roles & responsibilities of individuals / institutions involved in licensing forest resource extraction.
- Low transparency of information (e.g. harvesting procedures and economic value) and decisions increases the risk of bureaucratic corruption.

MESSAGE 1

There are regulations & procedures that guide harvesting, processing & exporting of timber. Everyone must follow these in a transparent way. These are

MESSAGE 2

Timely & accurate information on harvesting and the economic value of timber are needed at all levels This is beneficial to the commercial sector.

TARGET AUDIENCE

- Forest adjacent communities
- District Natural Resource Office
- Private sector
- MNRT (FBD) staff particularly staff on the ground
- Forest Surveillance Unit

TARGET AUDIENCE

- Sawmills
- PCCB, Police, Judiciary
- Logging companies
- Incoming investors
- CSOs
- VNRC
- DNRO

MEDIA TYPE & ACTIVITIES

- Radio plays, 8 x 20 minute series – roles, regulations & responsibilities. (TNRF & TFCG).
- Popular version posters and booklets, e.g. how to understand a harvesting license or what to do in case of illegality. (TNRF & TFCG).

These are three complementary cross-branded activities encouraging feedback via phone and post.

MEDIA TYPE & ACTIVITIES

- MNRT guidelines for harvesting are promoted. (TNRF & IUCN-FLEG). Also available in Chinese (TNRF & WWF TPO).
- Posters branded to match guidelines, offering contact details for further information. (TNRF & IUCN-FLEG).
- Fact sheet for new investors made available through embassies. (TNRF).

MEASURABLE OUTCOMES

Forest adjacent communities have access to documentation explaining licensing procedures & follow steps on 'what to do when correct procedures not followed'.

Increased number of illegal activities reported to the relevant authority.

MNRT (FBD) staff fulfill their professional roles re. licensing.

MEASURABLE OUTCOMES

- National guidelines for harvesting timber products are streamlined, well publicised & better followed.
- District timber harvesting plans made publicly available at district & village level. Also, information on outcomes of applications, actual timber trade, economic / financial summaries & infractions available.

INDICATORS

- Target audiences within six regions have an increased understanding of roles, regulations and procedures that govern forestry.
- Key national stakeholders are aware of the contents of the TRAFFIC report.

INDICATORS

Target audiences in six regions have access to, and understand the regulations governing their trade.

Incoming foreign investors able to access fact sheets through their embassies.

Risk Assessment & Assumptions

- Detailed technical information on regulations etc. must be presented very clearly to avoid further confusing stakeholders or allowing for deliberate misinterpretation.
- Must not be seen to undermine authorities, nor must it create antagonism

Group 3 Activity Timeline

ACTIVITY	QTR2			QTR3			QTR4			QTR5			QTR6	
	4	5	6	7	8	9	10	11	12	13	14	15	16	17
ISSUE 3														
Issue 3, message 1 & 2 Radio programme - roles / responsibilities / regs Posters & booklets														
Issue 3, message 2 & 3 National guidelines (harvesting) Posters Guidelines on to FBD website														
Issue 3, message 1, 2 & 3 Hard materials delivered to field (6 regions)														

3.2

ISSUE GROUP 4 - INCREASING LOCAL AWARENESS ABOUT LAW COMPLIANCE AND IMPROVED PROSECUTION OF FOREST CRIME

- Many villagers do not consider activities in contravention of forest legislation a serious illegal activity or economically detrimental to their interests.
- Reportedly low success rates of investigations and prosecutions.

ACTIVITY	QTR4			QTR5			QTR6			QTR7	
	10	11	12	13	14	15	16	17	18	19	
ISSUE GROUP 4											
Issue 4, message 1 & 2											
Radio play (8 programmes) - forest crime											
Filming & showing - forest crime drama											
Posters - forest crime											

GROUP 4

MESSAGE

Tolerate forest crimes and the result is: Continuation of / increase in poverty; revenue is lost (village, district & national); water availability decreases; local climate becomes more vulnerable to extreme weather events; and world acclaimed biodiversity is lost, impacting on future tourism revenue collection.

Principle forest crimes are ... (state what is illegal), equating crimes with other crimes (e.g. shooting an elephant).

TARGET AUDIENCE

Forest adjacent communities & village government.

TARGET AUDIENCE

DNRO, DFOs, district level police, Judiciary, PCCB, State Attorneys, APNAC, WD & TANAPA.

MEDIA TYPE & ACTIVITIES

- Film production – forest crime (20 mins) (TNRF & TFCG).
- Village cinema shows, presenting a forest crime drama (TNRF & various partners in field).
- Posters – distributed at village cinema shows (TNRF, TFCG & various partners in field).
- Radio – forest crime (8 programmes) (TNRF & TFCG).

MEASURABLE OUTCOMES

- Increased knowledge and awareness of laws & legal procedures.
- Better understanding of forest values & stronger enforcement of forest laws.

INDICATORS

Villages in six regions understand what forest crimes are, and the consequence of them continuing unabated.

Risk Assessment & Assumptions

- Likely to antagonise forest offenders, however, activity considered of overall low risk.

ISSUE GROUP 5 - EMPHASISING THE NEED TO STRENGTHEN PFM AND IMPROVE THE SPEED OF ITS ROLL-OUT

- Devolution of forest control and management from government to village level has proved relatively slow and costly.
- PFM is key for enabling communities to economically value, and better benefit from forest resources.

ACTIVITY	QTR4			QTR5			QTR6			QTR7	
	10	11	12	13	14	15	16	17	18	19	
ISSUE GROUP 5											
Message 1											
Filming & showing - PFM success story											
Leaflets - PFM benefits											
Message 2											
Stakeholder meeting (40 attendees)											
Transport (for campaign staff)											

GROUP 5

MESSAGE 1

Who gains and who loses? 1) With PFM; and 2) Without PFM. Publicise PFM success stories, inclusive of economic analysis of PFM cases currently being implemented.

TARGET AUDIENCE

Village as a community, village government, district council, CSOs.

MEDIA TYPE & ACTIVITIES

- Village cinema shows, presenting PFM successes (TNRF).
- Posters, leaflets (TFCG).

These are two complementary cross-branded activities.

MEASURABLE OUTCOMES

Increased number of PFM agreements in existence and communities are receiving benefits from PFM.

Awareness and knowledge of PFM has increased to the point that communities demand PFM, understanding that it is more beneficial than a logging boom-bust cycle.

INDICATORS

Communities in six regions have received and understood information packages on PFM.

MNRT attend consultative meetings to address the PFM process, steps are put in place to ease the process of obtaining PFM.

MESSAGE 2

Improve the full implementation and coverage of PFM in line with the National Forest Policy and Forest Act.

TARGET AUDIENCE

MNRT (FBD), development partners, PMO RALG, Parliamentary Natural Resource & Environment Committee, District councils, local Gov't & TASAF.

MEDIA TYPE & ACTIVITIES

- Meeting (MJUMITA)
- Newspapers (TNRF)

MEASURABLE OUTCOMES

MNRT and local government sign PFM agreements.

Risk Assessment & Assumptions

- Resistance from pro-government management sector.

ISSUE GROUP 6 - IMPROVING STAKEHOLDER AWARENESS ABOUT THE NEED TO INCREASE TIMBER EXPORT STANDARDS

- Socially & ecologically responsible trade of Tanzania’s indigenous timber will result in greater long-term gain for the country.

GROUP 6

ACTIVITY	QTR4		
	10	11	12
ISSUE GROUP 6			
Issue 6, Message 1			
Information pack - sustainable harvesting			
TV debate			
Issue 6, Message 2			
Media coverage			
Issue 7, Message 3			
Shipping company timber trade information pack			

3.2.5 Group 6

MESSAGE 1

Illegally & unsustainably harvested timber is undesirable on the international market. Involvement in such forest crime threatens Tz’s development initiatives.

TARGET AUDIENCE

Development Partners; Forest Stewardship Council; general public; Ministry of Trade; MNRT; international media; shipping companies.

MEDIA TYPE & ACTIVITIES

- Information pack for all audience bodies (TNRF & IUCN-FLEG).
- TV debate (TNRF & TFCG).

MESSAGE 2

Timber exported from some African countries, including Tz, are not subject to sustainable harvesting, destroying forests; in addition value is not getting back to forest adjacent communities.

TARGET AUDIENCE

- Cabinet, MNRT, MoF, PMO-RALG.
- Development Partners, NGOs.
- International consumer advocacy groups.

MEDIA TYPE & ACTIVITIES

- Briefing pack on economic and ecological issues (TNRF).

MESSAGE 3

International trading & shipping of sustainably obtained forest products, that benefit communities, is beneficial to the reputation of international shipping companies.

TARGET AUDIENCE

- Shipping companies. Forest Stewardship Council. Logging companies & international consumer advocacy groups.

MEDIA TYPE & ACTIVITIES

- Meetings with shipping & logging companies & info pack. (TNRF & IUCN-FLEG).
- Same information pack delivered to FSC & international consumer advocacy groups (TNRF).

MEASURABLE OUTCOMES

- High level institutions better understand the value of sustainably and ethically obtained timber, and timber produce.
- Pre-export value addition is happening, increasing revenue to Tz.

INDICATORS

Government and Tanzanian players in the timber industry understand shifts in international demand for sustainably-sourced timber products and the increased profits to be made catering to that market – verified through sales and marketing information, change in industry attitudes and norms.

Risk Assessment & Assumptions

- Once timber has been exported from Tz, processed in a second country and re-exported, the country of origin of the timber is not easily traceable unless subject to a chain of custody certificate (FSC have just developed a new model to allow for this).
- International campaign could damage all timber trade from Tz and undermine MKUKUTA – this is not desirable.

3.3 Campaign Narrative and Timeline

The campaign will last initially for two years (see the table on the following pages). Following staff recruitment, the campaign will start with an initial media campaign phase, to build momentum and public interest, during this time an information and research audit will also be conducted.

Significant time periods are allotted to each activity as the experience of 'Mama Misisitu' partners has taught them that multi-stakeholder participatory activities take time to role out.

Issue Group 1 - Increasing stakeholder awareness about the need for improved forest governance (Months 5 – 8)

The campaign starts with a national awareness campaign using the mass media, as well as targeted advocacy with central government through personal meetings in which concise information will be provided. At local level six large regional workshops will be held with local government representatives at which the contents of the TRAFFIC report will be communicated, and opportunities provided for local government leadership to develop resolutions and straight-forward action plans as they see fit. Senior police and the higher judiciary will also be targeted at national level with the provision of information packs on forest law compliance. The media will be provided with media resource packs.

Issue Group 2 - Challenging corruption and encouraging improvement of moral values (Months 5 – 7 and subsequent opportunities)

Through an appropriate event (such as the visit of the Hon. Wangari Mathai in September 2007), 'Mama Misisitu' will work to facilitate national leaders to take a strong and consistent stand on corruption in the forest sector. Forthcoming statements will then be recycled and used as part of the ongoing media campaign.

Issue Group 3 - Improving stakeholder understanding of forest harvest compliance and supported by increased availability of information (Months 6 – 17)

Following the initial general awareness raising phase, more focused work will be carried out on forest harvest compliance, targeting key stakeholders. Radio has been identified as a key media type for communicating with multiple stakeholders and is critical in reaching forest adjacent communities. As such, significant investment will be placed in developing an interactive radio series tackling issues pertinent to forestry regulations. Feedback opportunities will be heavily built into this Issue Group.

A decision that will need to be made is whether the TFWG should review the forest harvesting guidelines in order to improve them, or whether they are sufficient as they stand.

Issue Group 4 - Increasing local awareness about law compliance and improved prosecution of forest crime (Months 10 – 19)

Increasing the awareness of the seriousness of committing a 'forest crime' at multiple stakeholder levels is seen as key to improving issues of forest governance. District and village level stakeholders will receive the greatest focus. A film about forest governance, local economic development and forest crime will be produced with matching posters. A mobile film unit will show the film, together with the PFM film recorded as part of Issue Group 5, throughout villages in the six target regions. The film will provide the opportunity for people to discuss and debate local forest governance issues. The film shows will also be used to collect a rich set of experiences from local people of forest governance and management issues to feed back into the wider campaign. Posters and other media will be widely distributed at village cinema showings.

To ensure that this important communications message reaches the majority of the target audience a radio series on forest crime will also be developed, integrated with the film shows and aired on national radio.

Issue Group 5 - Emphasizing the need to strengthen PFM and improve the speed of its roll-out

(Months 10 – 19)

This Issue Group deals with two stakeholder groups: At one level, campaign activities will raise the awareness of forest adjacent communities of the benefits of PFM. As with Issue Group 4, a film promoting PFM will be recorded and shown in villages in the six target regions. The PFM message will be reinforced with cross-branded posters and / or leaflets, distributed at village cinema showing.

At the ministerial level targeted meetings will be held with the relevant authorities, providing a forum for partners to discuss and take action in streamlining the PFM process.

Issue Group 6 - Improving stakeholder awareness about the need to increase timber export standards

(Months 20 – 21)

A growing number of consumer groups are concerned as to the origin of the products that they purchase, often demanding high ecological and social standards throughout the product line. Such consumer pressure can be positive, helping to secure long-term business by, for example, demanding that wood products are sourced from sustainably managed forests. Awareness of the current status of forestry in Tanzania will be increased through a combination of information packs; national and international press releases; and targeted meetings with international shipping companies and organisations working with natural resource trade issues.

During months 22 – 24 the final KAP survey will be undertaken.

3.4 Evaluating the campaign and future steps

A report synthesising the results of the monitoring and evaluation component of the campaign, together with a review of experiences and lessons learnt will be written by the Project Implementation Team together with the Campaign Management Group and the Steering Committee. The report will make recommendations for follow up actions, in coordination with forest sector partners. Dependant upon findings, it would be possible to develop a second phase of the campaign, focused on western Tanzania.

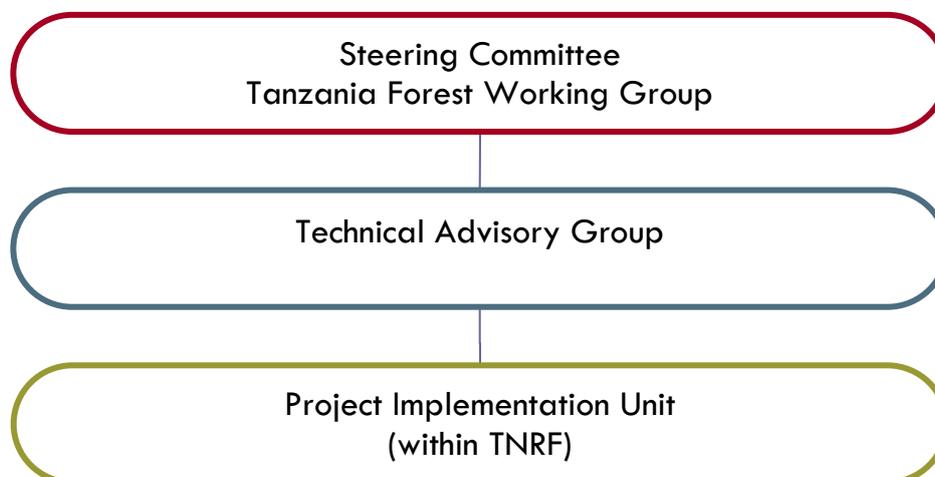
3.4.1 Campaign Activity Timeline

	QTR1			QTR2			QTR3			QTR4			QTR5			QTR6			QTR7			QTR8		
ACTIVITY	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Staff recruitment	■	■																						
Information & research audit			■	■																				
Pre Campaign Media				■	■																			
ISSUE GROUP 1																								
Issue 1, message 1 Workshops 6 regions				■	■	■	■	■																
Issue 1, message 1 & 2 Cabinet brief				■	■	■	■																	
Consultation meeting (x 4)				■	■	■	■																	
Media consultation meeting (x 13)				■	■	■	■																	
Issue 1, message 3 Law compliance pack				■	■	■	■																	
Law media coverage				■	■	■	■																	
ISSUE GROUP 2																								
Issue 2, message 1 Briefing documents produced & delivery in person + media				■	■	■	■																	
ISSUE 3																								
Issue 3, message 1 & 2 Radio programme - roles / responsibilities / regs				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■						
Posters & booklets				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■						
Issue 3, message 2 & 3 National guidelines (harvesting)				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■						
Posters				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■						
Guidelines on to FBD website				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■						
Issue 3, message 1, 2 & 3 Hard materials delivered to field (6 regions)				■	■	■	■	■	■	■	■	■	■	■	■	■	■	■						
ISSUE GROUP 4																								
Issue 4, message 1 & 2 Radio play (8 programmes) - forest crime										■	■	■	■	■	■	■	■	■						
Filming & showing - forest crime drama										■	■	■	■	■	■	■	■	■						

	QTR1			QTR2			QTR3			QTR4			QTR5			QTR6			QTR7			QTR8		
ACTIVITY	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Posters - forest crime																								
ISSUE GROUP 5																								
Message 1 Filming & showing - PFM success story Posters - PFM success story Leaflets - PFM benefits																								
Message 2 Stakeholder meeting (40 attendees) Transport (for campaign staff)																								
ISSUE GROUP 6																								
Message 1 Information pack - sustainable harvesting for Int. trade TV debate																								
Message 2 Media coverage																								
Message 3 Shipping company timber trade information pack																								
MONITORING & EVALUATION																								
KAP survey 1																								
KAP survey 2																								
Mid-term evaluation																								
Steadman media reports																								

3.5 Campaign Organisational Arrangements

3.5.1 Campaign management and oversight



The campaign will be managed by a Project Implementation Unit (PIU), within the Tanzania Natural Resource Forum. The PIU will have a Campaign Manager and Campaign Assistant employed by TNRF. The campaign manager and assistant will be based in Dar es Salaam and Arusha on a time-share basis, when not in the field. When in Dar es Salaam, PIU staff will operate out of the office of the Tanzania Forest Conservation Group. The Campaign Manager will facilitate partner organisations to take the lead role on specific activities that they identify as wanting to take on, maximising the utilisation of each partner organisations' specific skill set.

The campaign manager and assistant will abide by a straight-forward set of rules and procedures drawn up by the campaign Steering Committee, to ensure minimisation of legal and financial liability and the maximisation of the effectiveness of the campaign.

All campaign activities will be overseen by a Steering Committee appointed by 'Mama Misisu' and facilitated by the Tanzania Natural Resource Forum (TNRF). The Steering Committee shall meet on a quarterly basis providing expert guidance and support to ensure that the campaign is proceeding satisfactorily. The Steering Committee will be made up of members of the Tanzania Forest Working Group.

The PIU will be supported by a Technical Advisory Group (TAG) made up of representatives from up to five partner organisations appointed by the Steering Committee.

Reporting will be as follows:

- The Campaign Manager will provide monthly updates to the TNRF Coordinator.
- The Campaign Manager will provide quarterly updates to the Steering Committee.
- The Technical Advisory Group will provide appropriate recommendations to the Steering Committee as needed.

The roles and responsibilities of the PIU, Steering Committee and TAG are presented in more detail in the Memorandum of Understanding in Annex 2.

3.5.2 Wider Participation in 'Mama Misisu' through an MoU

Participation in 'Mama Misisu' will be open to any organisation which signs a Memorandum of Understanding which sets out the terms, conditions (e.g. procedures for ensuring quality and minimising collective liability) as well as the collective Mission and Objectives of 'Mama Misisu'. The MoU will expire at the end of the campaign.

3.5.3 Campaign Administration and Financial Management

Campaign administration and financial management will be provided by TNRF which shall contract appropriately qualified and experienced human resources (as needs dictate) to ensure that the campaign is properly administered in a fully accountable manner. In this relation, TNRF shall charge an overhead commission of 12 percent for this responsibility.

4

CAMPAIGN BUDGET

Item	Quantity	Unit Cost	Cost (US\$)
PERSONNEL			
Campaign Manager (for 2 years)	1	2,500 per month	60,000
Campaign Assistant (for 2 years)	1	1,500 per month	36,000
Forest Working Group Coordinator	1	2,000 per month	48,000
TRAFFIC Team in field (for 2 years)	1	30,000 per year	60,000
		TOTAL	204,000
Pre campaign media coverage			
Billboards	6	2,100	12,600
Print media	4	35	140
TV items	4	20	80
Radio items	4	20	80
		TOTAL	12,900
ISSUE GROUP ONE			
Message 1			
Car / driver / film crew / cinema	30	150	4,500
Tanga workshop	50	120	6,000
Coast workshop	50	120	6,000
Morogoro workshop	50	120	6,000
Lindi workshop	50	120	6,000
Ruvuma workshop	50	120	6,000
Mtwara workshop	50	120	6,000
		Subtotal	40,500
Message 1 & 2			
Film for media	1	250	250
Printed press feature articles	2	50	100
Transport in Dar es Salaam	20	15	300
		Subtotal	650
Message 3			
Law compliance pack	3000	2.5	7,500
Media coverage (print)	2	50	100
		Subtotal	7,600
		TOTAL	48,750
ISSUE GROUP TWO			
Message 1			
Briefing document production	1	100	100
Personal delivery meetings	8	20	160
Media coverage	2	50	100
		TOTAL	360
ISSUE GROUP THREE			
Message 1			
Radio programme - roles / responsibilities / regs (8, 20 min progs, on RFA)	1	20,000	20,000
Posters	4000	0.77	3,080
Booklets	4000	2.5	10,000
Car / driver / film crew / cinema	30	150	4,500
		Subtotal	37,580
Message 2			
Promote - harvesting guidelines	3000	4	12,000

Item	Quantity	Unit Cost	Cost (US\$)
Posters	3000	0.77	2,310
FBD & stakeholder website facilitation	5	350	1,750
		Subtotal	16,060
		TOTAL	53,640
ISSUE GROUP FOUR			
Radio play - forest crime (8, 20 min progs on RFA)	1	20,000	20,000
Posters - forest crime	3500	0.77	2,695
Filming of forest crime drama	1	7,000	7,000
Car / driver / film crew / cinema - distribution of forest crime & PFM films & KAP survey	150	150	22,500
		TOTAL	52,195
ISSUE GROUP FIVE			
Message 1			
Filming of PFM success story	1	7,000	7,000
Posters - PFM success story	2000	0.77	1,540
Leaflets - PFM benefits	2000	0.5	1,000
		Subtotal	9,540
Message 2			
Stakeholder meeting (40 attendees)	1		2,800
Transport (for campaign staff)	1		1,000
		Subtotal	3,800
		TOTAL	13,340
ISSUE GROUP SIX			
Message 1			
Information pack - sustainable harvesting for international trade	2000	0.8	1,600
TV debate	2	100	200
Message 2			
Media coverage	8	50	400
Message 3			
Shipping company timber trade information pack	100	4	400
		TOTAL	2,600
MONITORING			
Steadman Group daily reports	1	12,000	12,000
Local tertiary institution KAP surveys (x 2)	1	45,000	45,000
Mid-term evaluation	1	5,000	5,000
		TOTAL	62,000
CAMPAIGN SUBTOTAL			449,785
Administration @ 10%			44,979
GRAND TOTAL			494,764

5

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ANNEXES

A 1 'MAMA MISITU'S' PARTNER ORGANISATION PROFILES

A 1.1 Africare

Formed in 1970, Africare works to improve the quality of life in Africa. Africare works in partnership with African communities to achieve healthy and productive societies. Africare's approach places communities at the center of development activities. Africare believes that only through strong communities can Africa feed itself, appropriately exploit its natural resources, educate, care and protect its children, promote the economic well being of African people and live in peace.

Africare's programs address needs in two principal areas: health and HIV/AIDS as well as food security and agriculture. Africare also supports emergency humanitarian aid, water resource development, environmental management, literacy and vocational training, microenterprise development, civil-society development and governance initiatives.

A 1.2 Care Tanzania

CARE Tanzania began operations in 1994 in response to an influx of Rwandan refugees; from 1994 through 1996, CARE provided food, water, sanitation, shelter and health care to 500,000 refugees. CARE Tanzania has since expanded to include projects in education, environmental protection and reproductive health.

Of particular relevance is the EMPAFORM project, Strengthening and Empowering Civil Society for Participatory Forest Management in East Africa (EMPAFORM). In Tanzania the target group for EMPAFORM is some 30 second-tier CBOs that serve as umbrella organizations for about 450 village CBOs with common interests in a forest resources. The latter are grassroots or primary level CBOs which would reach some 18,000 households, thus bringing into the programme about 90,000 men, women and children.

A 1.3 FARM-Africa

FARM-Africa started work in Tanzania in 1990 it is an international non-governmental organisation that aims to reduce poverty in eastern and South Africa. FARM-Africa works in partnership with marginal farmers and herders, helping them to manage their natural resources more effectively and build sustainable livelihoods on their land.

FARM-Africa works in Babati and Mbulu districts in northern Tanzania, and has an office in Arusha to facilitate coordination with partners in the public sector, civil society and the international donor community. With the support of FARM-Africa – providing expertise in forest management, livestock development and environmental education in schools – communities make plans to use their natural resources, simultaneously gaining experience in voicing their needs and taking control of their own development.

Farm Africa's achievements lie in strengthening communities and improving the quality of life for rural families.

A 1.4 ICRAF (World Agroforestry Centre)

The World Agroforestry Centre (ICRAF) is a lead global organization in agroforestry research and development, which is a member of the alliance of Consultative group of international agricultural research centres. ICRAF-Tanzania collaboration dates back to 1989 and over the years through the Eastern and Southern Africa regional program, a diverse range of agroforestry options for poverty alleviation and environment protection were developed. Shinyanga and Tabora regions were the main beneficiaries of this collaboration through the HASHI/ICRAF and the SADC Agroforestry research projects. The country program is guided by ICRAF's global mission, "We use science to generate knowledge on the complex role of trees in livelihoods and the environment, and foster use of this knowledge to improve decisions and practices impacting on the poor."

In 2005-2006 ICRAF redefined her research priorities, in response to emerging global challenges of land degradation, loss of biodiversity and climate change. ICRAF perceives major drivers of the current trend in the tropical natural resources sector as: Pressure to convert forests to agriculture, increasing demand for timber and pervasive failures in forest governance. The organization's vision is an 'agroforestry transformation' in the developing world resulting in a massive increase in the use of working trees on working landscapes by smallholder rural households that helps ensure security in food, nutrition, income, health, shelter and energy and a regenerated environment. ICRAF-Tanzania based in Dar es Salaam as of May 2006 is committed to work closely with national and international partners in the country towards this vision.

A 1.5 IUCN

The World Conservation Union (IUCN) is the world's largest and most important conservation network. The Union brings together 83 States, 110 government agencies, more than 800 non-governmental organizations (NGOs), and some 10,000 scientists and experts from 181 countries in a unique worldwide partnership.

The Union's mission is to influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable.

The priority of the Union's current Programme (2005–2008) is to build recognition of the many ways in which human lives and livelihoods, especially of the poor, depend on the sustainable management of natural resources.

A 1.6 Mpingo Conservation Project

Founded in 1995, the Mpingo Conservation Project (MCP) believes that mpingo (*Dalbergia melanoxylon* - harvested to make musical instruments such as clarinets and oboes) offers a unique opportunity for integrated conservation and rural development across large areas of its native habitat in Tanzania and Mozambique. The project aims to use mpingo as an economic tool to advance conservation of mpingo's natural habitat: miombo woodland. In particular the project seeks to achieve this through promoting sustainable and socially equitable exploitation of this natural resource. Conservation of the natural habitat will be achieved by ensuring that local people living in mpingo harvesting areas receive a fair share of the worth of mpingo - currently they get less than 0.005% of the cost of an instrument - thus providing them an incentive to manage the habitat in an environmentally friendly manner.

The MCP works in Kilwa District, south-eastern Tanzania - scene of some of the worst illegal logging - and is unique among NGOs in the country in its focus on sustainable utilisation of timber. It works in close collaboration with the Tanzanian government's national programme of Participatory Forest Management to hand over control of forests to rural people living nearby. The MCP is extending this model to obtain FSC certification for the community forests, and in particular for mpingo used to make musical instruments. Musicians should shortly be able to buy instruments certified by the FSC as made from timber sustainably sourced from community managed forests for which local people have received a fair price.

A 1.7 Policy Forum

The Policy Forum is a network of nongovernmental organizations (NGOs). This growing network currently has over 50 member organisations, all of which are registered in Tanzania. The aim of Policy Forum is to make policies work better for the people of Tanzania, and especially for Tanzanians living in poverty. As a member-led network, Policy Forum strives to enhance and augment the voice of ordinary citizens in national policy processes while advocating for poverty reduction, equity and democratisation in Tanzania. Policy Forum's work has three main areas of focus: local governance, public money and active citizen voice.

A 1.8 Tanzania Association of Foresters

The Tanzania Association of Foresters (TAF) has been in existence since 1979. The main objectives of the Association are as follows:

- a) To foster public interest in forestry.
- b) To form a forum for all engaged in forestry.
- c) To advance and promote the Forestry profession and all aspects of forestry.
- d) To disseminate information relating to forestry to the nation and other forestry related institutions.

e) To co-operate and liaise with other organizations in matters of mutual interest.

TAF has field activities supporting environment conservation through community Based Natural Resources Management in the northern areas of Gekrum, Arusha, Tloma, Gongali, Changarawe, Kilimatembo & Bashay, and in Southern highlands, (Idofi, Mteweke, Mlowa, Kiumba , Mtwango & Lwanjiro). TAF also participates in conservation activities in collaboration with individuals, Government, Local community, Institution & Other NGOs.

A 1.9 Tanzania Forest Conservation Group

The Tanzania Forest Conservation Group is a Tanzanian (TFCG), established in 1985, is a non-governmental organisation promoting the conservation of the Eastern Arc / Coastal forest biodiversity hotspot. During the 1980s TFCG focused primarily on advocacy and research. During that time TFCG successfully campaigned for the first Eastern Arc National Park in Tanzania, the Udzungwa Mountains National Park. The group also conducted biodiversity research in forests such as Kimboza highlighting their conservation importance.

The mission of the Tanzania Forest Conservation Group is: to promote the conservation of the high biodiversity forests in Tanzania.

During the 1990s TFCG began to establish a network of field based projects in the Eastern Arc. These projects worked with the forest-close communities to raise awareness about forest conservation, develop conservation strategies and improve livelihoods. In 1998 Tanzania adopted a new National Forest Policy. Since the passing of this policy TFCG has taken a leading role in developing and testing the implementation of participatory forest management in Tanzania.

A 1.10 Tanzania Natural Resource Forum

Launched in 2003 as the Wildlife Working Group, the working group subsequently broadened its focus in 2006 as TNRF as a collaborative civil society-based initiative to improve renewable natural resource management in Tanzania by addressing fundamental issues of natural resource governance. TNRF views the quality and equity of governance as fundamentally determining how natural resources are managed, how they support the livelihoods of Tanzanians and how they sustain the economic development of the country.

TNRF works to improve governance and local empowerment in natural resource management bringing together a diverse range of stakeholders and interests to share information, build collaboration and pool resources towards a common aim of better and devolved natural resource management.

TNRF's vision for improved natural resource management consists of five straightforward points:

- Governance – more accountable and transparent governance institutions;
- Policy & law – a responsive and better functioning policy and legal environment that enables sound management and fully supports local people's rights;
- Communities – 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.

A 1.11 TRAFFIC Tanzania

Operating in Tanzania since 1995, much of TRAFFIC East/Southern Africa's (TESA) work involves creating awareness and influencing policy decisions about important trade, use and environment issues, building capacity within government institutions to deal proactively with these issues, and working with other NGOs, research institutions and local communities to find solutions to pressing livelihood issues that currently impact negatively upon species or ecosystems of concern. TESA is renowned for its original and credible research that forms the foundation for all of its capacity building, advocacy and policy initiatives, in addition to the development of innovative, solutions-orientated tools to better manage and understand wildlife trade.

TESA's recently developed programme of assessing natural resource use from an ecoregional perspective has yielded very positive results here in Tanzania. TESA's monitoring of the impact of a major development project – Mkapa bridge, the longest bridge in East and southern Africa – on timber trade dynamics and socio-economic issues in a relatively undeveloped part of the country, is the focus point of this proposal document.

A 1.12 Wildlife Conservation Society (WCS)

WCS has been working in Tanzania for 50 years to help the country safeguard its unique global heritage. More than 130 projects have been supported, encompassing training, research, monitoring, institutional support, education, and the gazettement and extension of Tarangire, Ruaha, Serengeti and Kitulo National Parks. In 2006 and in recognition of the conservation importance of Tanzania, WCS began a new era with the launching of its first cohesive country program. The mission of the country office will be to manage a portfolio of projects, guide future development, and define and update strategy within Tanzania. At the same time, WCS aims to build on its traditional strengths including a focus on fieldwork, strong science, and robust community and government partnerships.

WCS recognizes the intrinsic link between the environment and sustainable development, and that species, ecosystems and landscapes must be managed by maintaining an equilibrium between human and conservation needs. Rural communities around protected areas need support in the management of natural resources, so that they can receive benefits from conservation, protect water and fuel supplies and better manage human-animal conflicts. WCS in Tanzania is helping to develop community-based initiatives through which local people will benefit from key habitats, and thus have an interest in their long-term survival and integrity. WCS is equally committed to supporting government and non-government institutions manage and monitor key landscapes and species.

A 1.13 Wildlife Conservation Society of Tanzania (WCST)

Founded in 1988, the Wildlife Conservation Society of Tanzania's mission is to work towards the conservation of the flora, fauna, and environment of Tanzania for the benefit of mankind.

Since its founding, WCST has been involved in a wide array of conservation activities at local and national levels. These include environmental education and recreational activities such as bird walks; forest conservation in places such as the Eastern Arc and coastal forests; conservation policy including a prominent role in advocating for the original international ban on ivory trade in 1989; and conservation of important bird habitats in Tanzania.

WCST is the designated national partner of Birdlife International and works with that organization and other international and local collaborators to conserve areas of critical importance for the nation's avian diversity.

A 1.14 WWF Tanzania Programme Office

The World Wide Fund for Nature (WWF) has been involved in Tanzania since 1962. However, the WWF Tanzania Programme Office was established in 1990 to manage the Tanzania Conservation Programme and develop active links with both the government sectors and institutions as well as non-governmental organisations. The WWF TPO currently manages around ten key programmes / projects, the projects mostly focus on:

- Promoting and supporting Protected Area Management;
- Supporting management of critical habitats and biomass;
- Conserving species of special concern;
- Supporting institutional capacity building and development and implementation of effective natural resource policies and legislative frameworks;
- Environmental education and awareness; and
- Promoting local community participation in conservation.

All partner organisations agree that '*Mama Misisitu*' will be facilitated by the Tanzania Natural Resource Forum. New partner organisations are welcomed by '*Mama Misisitu*' at any time.

A 2 MEMORANDUM OF UNDERSTANDING – PARTNERS OF ‘MAMA MISITU’



COOPERATION AGREEMENT

between the

Tanzania Natural Resource Forum

AND

Name of Organisation or Individual

This **Cooperation Agreement** (this “Agreement”) is made and entered into as of May 1, 2006 by and between Tanzania Natural Resource Forum (“TNRF”) a non-profit organization organized and existing under the laws of Tanzania;

And:

(name of organisation or individual hereafter referred to as the **Campaign Member**)

(collectively referred to as the “Parties”).

Whereas, TNRF is a non-profit organization which is a regionally focused conservation organization based in Arusha, Tanzania;

Whereas, *Organisation and description;*

Whereas, the Parties desire to cooperate to achieve the implementation of ‘Mama Misitu - An Advocacy and Public Awareness Initiative on Forest Governance and National Development’ hereafter referred to as **Mama Misitu**;

Now, therefore, the Parties agree as follows:

ARTICLE 1 - DEFINITIONS

Section 1. Definitions. The following terms shall have the following meanings, unless otherwise expressly indicated:

“Addendum” means any of those additional documents incorporated into this Agreement, as stipulated in Section 5.4.

“Annual Budget” means the annual budget for TNRF and the **Campaign Member** joint activities or the **Campaign Member** funded activities carried out by TNRF for the relevant Fiscal Year, as agreed to by the Parties by March 1 of the prior Fiscal Year.

“Authorization” means all such approvals, consents, authorizations, grants, certificates of registration, notifications, concessions, acknowledgments, agreements, licenses, permits, decisions or similar items or actions required to be obtained from any relevant government authority for the

purposes of carrying out conservation projects in the Country, including, without limitation, any required for the purposes of opening, operating or closing any representative office or the like.

“Country” means Tanzania.

“Fiscal Year” means a fiscal year starting on January 1 and ending December 31.

“Payment” means any money, property, service, assistance or any other thing of value (monetary or non-monetary, tangible or intangible) directly or indirectly given, made, paid, delivered or otherwise transferred into the possession, use, custody or control of, or for the benefit of, or directly or indirectly promised, offered or made available to, another person or entity.

ARTICLE 2 - OBJECTIVES

Section 2.1. Objectives. The **Campaign Member** and TNRF agree to the following mutual objectives, which are further elucidated in the project proposal:

1. Forest-adjacent communities become aware of the economic value of forest resources and begin to demand and receive benefits arising from sustainable forest management.
2. Key forest governance issues are recognised and 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.

Section 2.2. Objectives. The **Campaign Member** and TNRF undertake to work closely together to implement **Mama Misit** adhering to the management rules and procedures as agreed by the proper authority of **Mama Misit**'s Steering Committee.

ARTICLE 3 - ROLES AND RESPONSIBILITIES

Section 3.1 The Steering Committee – all **Mama Misit**'s activities will be overseen by a Steering Committee facilitated by TNRF. The **Mama Misit** Steering Committee shall be responsible for the overall content, timing and strategic/tactical direction of the campaign, whereas the TNRF Coordinator shall be responsible overall for all day-to-day management, administrative and financial issues:

- a) Be comprised of individuals and organisations that sign this Memorandum of Understanding
- b) Be governed by the constitution, administrative policies and financial regulations of TNRF, except where superseded by this Memorandum of Understanding;
- c) Come into being upon the formal launch of **Mama Misit** and shall cease to exist upon the formal cessation of **Mama Misit**. The Tanzania Forest Working Group shall execute the duties of the Steering Committee in good faith for such business as may need to be carried out before the commencement of **Mama Misit** and after its closure.
- d) Meet on a quarterly basis to provide expert guidance and support to ensure that the **Mama Misit** is proceeding satisfactorily, and it shall have overall responsibility for the implementation of **Mama Misit**;
- e) Operate by consensus and where needed by simple majority vote. Each member of the Steering Committee shall act as an equal partner, with one vote each, except that the TNRF representative shall have the power of veto. The power of veto shall only be used in circumstances when TNRF judges a course of action to be against its wider interests, particularly in exposing the organisation to an unnecessary and imprudent level of risk, as judged by the TNRF Coordinator;
- f) Authorise the commencement and/or continuation of the implementation of **Mama Misit**'s different components on a quarterly basis, after receiving and reviewing the Project Implementation Unit's quarterly report.
- g) Exercise general control and oversight over the use and disbursement of funds by the Project Implementation Unit;

- h) Make such recommendations or alterations to the overall implementation of **Mama Misitú** as it deems fit;

Section 3.2 The Technical Advisory Group – will provide technical advice and support to **Mama Misitú's** activities as a voluntary entity and shall:

- a) Be comprised of up to five individuals appointed by the Steering Committee;
- b) Be accountable to the Steering Committee;
- c) Meet on an *ad hoc* basis to provide advice and support to the Project Implementation Unit;
- d) Make any recommendations to the Steering Committee about the progress and direction of **Mama Misitú** as may be needed;

Section 3.3 The Project Implementation Unit – all **Mama Misitú's** activities will be implemented by a Project Implementation Unit. The Project Implementation Unit shall:

- a) Be responsible for the day-to-day implementation of 'Mama Misitú, according to an overall plan of work agreed with the Steering Committee;
- b) Be comprised of staff employed by TNRF on behalf of **Mama Misitú** as decided by the Management Unit in consultation with the Steering Committee;
- c) Report directly to the TNRF Coordinator on a monthly basis for all management, administrative and financial issues;
- d) As needed, liaise with the Technical Advisory Group, for advice on the implementation of **Mama Misitú** in coordination with the TNRF Coordinator.
- e) Report on a quarterly basis to the Steering Committee in regard to the overall content, timing and strategic/tactical direction of the campaign;
- f) Contract appropriate components of **Mama Misitú** to contractors, with the approval of the Technical Advisory Group, and in consultation with the Steering Committee as appropriate;
- g) Manage the accounts of **Mama Misitú** and provide an up-to-date account summary with every monthly report to the Coordinator, a copy of which will be made available to any **Campaign Member** upon request.
- h) Carry out effective monitoring and evaluation of **Mama Misitú's** implementation.

ARTICLE 4 - UNDERTAKINGS

Section 4.1. The Campaign Member's Undertakings. Where appropriate and when resources are available, the **Campaign Member** hereby agrees to:

- a) Work closely together with the Steering Committee, the Technical Advisory Group and the Project Implementation Unit to implement **Mama Misitú**;
- b) Be a fully participative member of **Mama Misitú's** Steering Committee, respecting normal democratic principles and having decorous relations with all **Mama Misitú's** partners;
- c) Respect the authority and proper functioning of **Mama Misitú's** Steering Committee, which shall function and implement **Mama Misitú** according to TNRF's Administration Rules and Financial Regulations;
- d) Adhere to additional management rules and procedures as agreed by the proper authority of **Mama Misitú's** Steering Committee for the implementation of **Mama Misitú**;
- e) Morally and materially support all of **Mama Misitú's** programme of activities implemented through due process and due diligence (i.e. as authorised by the Steering Committee), unless otherwise abstaining from or voting against a decision of the Steering Committee authorising the implementation of a programme of activities, and thereafter lodging a written letter stating such with the Secretary of the Steering Committee within 5 working days of its decision. Such a letter will signify the effective withdrawal of the **Campaign Member** from the Campaign for a period mutually agreed with the Steering Committee;

- f) Take an active role and specific responsibility in implementing **Mama Misitu**, following through on its commitments as agreed with the Steering Committee, the Technical Advisory Group and the Project Implementation Unit;
- g) Voluntarily undertake specified activities as agreed with the Steering Committee through entering into a separate, specific and binding agreement between TNRF and the **Campaign Member** which lays out a terms of reference, financial and other undertakings;
- h) Carry out agreed activities in a professional manner with due diligence, seeking at all times to safeguard the interests and minimise the liability of the **Mama Misitu's** partners, and TNRF in particular;
- i) Not carry out independently and separately any activity that could be construed as being the same as or similar to an activity of **Mama Misitu** without first notifying the Steering Committee and Technical Advisory Group, except for activities carried out in regions and districts other than those targeted by **Mama Misitu**;
- j) Accept full legal liability for any activity it carries out, whether or not such an activity is carried out in connection with **Mama Misitu**, which is not duly authorised by the Steering Committee and/or is vetoed by TNRF under the terms of this agreement;
- k) Notify the Steering Committee, the Technical Advisory Group and the Project Implementation Unit as appropriate of any issue or occurrence which might detrimentally affect or expose **Mama Misitu's** partners to an unnecessary level of risk and/or legal liability;
- l) Provide and contribute such technical and logistical support as it is able in the implementation of **Mama Misitu**;
- m) Share with the Steering Committee, the Technical Advisory Group and the Project Implementation Unit and other stakeholders any relevant data analysis (subject to Section 4.1 and 4.2 below) and help document and communicate the lessons learned from the collaborative implementation of **Mama Misitu**;
- n) Assist the Steering Committee, the Technical Advisory Group and the Project Implementation Unit to raise funds from local and international sources for the purposes of the implementation of **Mama Misitu** and any subsequent programme of activities as agreed by the Steering Committee;
- o) Facilitate contacts and interchanges with other similar local CSOs and CBOs in the implementation of **Mama Misitu**.
- p) Assist the Steering Committee, the Technical Advisory Group and the Project Implementation Unit in improving its program management and administration as far as is possible.

Section 4.2. TNRF Undertakings. In regard to TNRF's legal liability and responsibility for the actions and outcomes of **Mama Misitu**, and in its role as overall facilitator, where appropriate and when resources are available, TNRF hereby agrees to:

- a) Host, work closely with and facilitate the smooth functioning of the Steering Committee, the Technical Advisory Group and the Project Implementation Unit to implement **Mama Misitu**;
- b) Accept full legal liability for the actions and outcomes of the campaign duly authorised by the Steering Committee and not vetoed by TNRF, and which are professionally implemented with due diligence by one or more of **Mama Misitu's** partners;
- c) Exercise the right to veto any activity authorised by the Steering Committee with constraint and fairness, providing a substantive and full reasoning for any veto so made;
- d) Be a fully participative member of **Mama Misitu's** Steering Committee, respecting normal democratic principles and having decorous relations with all **Mama Misitu's** partners;
- e) Respect the authority and proper functioning of **Mama Misitu's** Steering Committee, which shall function and implement **Mama Misitu** according to TNRF's Administration Rules and Financial Regulations;
- f) Adhere to additional management rules and procedures as agreed by the proper authority of **Mama Misitu's** Steering Committee in the implementation of **Mama Misitu**;

- g) Not carry out independently and separately any activity that could be construed as being the same as or similar to an activity of **Mama Misitú** without first notifying the Steering Committee and Technical Advisory Group, except for activities carried out in regions and districts other than those targeted by **Mama Misitú**;
- h) Take an active role and specific responsibility in implementing **Mama Misitú**, following through on its commitments as agreed with the Steering Committee, the Technical Advisory Group and the Project Implementation Unit;
- i) Carry out agreed activities in a professional manner with due diligence, seeking at all times to safeguard the interests and minimise the liability of the **Mama Misitú's** partners;
- j) Notify the Steering Committee, the Technical Advisory Group and the Project Implementation Unit as appropriate of any issue or occurrence which might detrimentally affect or expose **Mama Misitú's** partners to an unnecessary level of risk and/or legal liability;
- k) Share with the Steering Committee, the Technical Advisory Group and the Project Implementation Unit and other stakeholders any relevant data analysis (subject to Section 4.1 and 4.2 below) and help document and communicate the lessons learned from the collaborative implementation of **Mama Misitú**;
- l) Assist the Steering Committee, the Technical Advisory Group and the Project Implementation Unit to raise funds from local and international sources for the purposes of the implementation of **Mama Misitú** and any subsequent programme of activities as agreed by the Steering Committee;
- m) Facilitate contacts and interchanges with other similar local CSOs and CBOs in the implementation of **Mama Misitú**.
- n) Assist the Steering Committee, the Technical Advisory Group and the Project Implementation Unit in improving its program management and administration.

Section 4.3. TNRF Additional Requirements. TNRF hereby agrees to:

- a) Ensure that the Project Implementation Unit maintains complete and accurate records containing all information required for verification of use of funds under this Agreement for a period of three years following the termination or expiration of this Agreement for any reason. If necessary, TNRF will keep separate accounts for each particular component of **Mama Misitú**.
- b) Furnish to funding partners such information as each funding partner may from time to time reasonably request and permit representatives of the funding partner to visit any of the premises or sites of the Project implementation Unit and to have reasonable access to its accounts and records.
- c) Supply the following audit(s) and reports at any time upon the request of a Steering Committee member (i.e. partner) or funding partner:
 - (i) A copy of TNRF's annual financial statements for each of its fiscal years during the Term of this Agreement;
 - (ii) A semi-annual report on all of the activities for which funding was provided, setting forth the progress and percentage of completion of major phases and milestones;
 - (iii) Upon termination of the project, TNRF will promptly provide a final technical report and a final financial report setting forth, among other things, the aggregate amount of unexpended funds.

Section 4.4. Use of Funds. The Parties agree that:

- a) All funds received for **Mama Misitú** will be used solely for the implementation of **Mama Misitú** and their management shall be overseen by the Steering Committee;
- b) The Steering Committee shall have the right, as it sees fit, to reallocate and reprioritise the use of funds for the purposes of implementing **Mama Misitú** in accordance with any conditions laid down by funding partners.

Section 4.5. Institutional Standards. The Parties will work together to set, and assist *Mama Misitu* in meeting, minimum institutional standards which will include but not be limited to compliance with local government requirements, compliance with the terms and conditions of any grant awards, completion of an accurate annual financial statement audit, and compliance with accepted principles of internal control. The Parties agree to comply with such standards during the Term of this Agreement.

Section 4.6. Governing Steering Committee Membership. The **Campaign Member** has the right, in its sole discretion, to appoint one representative to serve on *Mama Misitu's* Steering Committee with voice and vote.

ARTICLE 5 - INTELLECTUAL PROPERTY

Section 5.1. Intellectual Property.

- a) Any work created or invented by the **Campaign Member** or TNRF under this Agreement, including any and all graphic, audio or visual materials, databases, processes, reports, studies, photographs (and negatives), computer programs, and any and all writings or other similar works or documents, along with all supporting data and material, whether on paper, disk, tape, digital file or in any other medium (any "Creative Work"), will be and remain the intellectual property of TNRF and the **Campaign Member**, and shall not be used for personal gain or profit.
- b) If TNRF and the **Campaign Member** jointly produce a Creative Work (a "Joint Creative Work"), TNRF and the **Campaign Member** will jointly own the intellectual property rights in the Joint Creative Work in all jurisdictions of the world. Each Party agrees to share use of and allow the other Party access to the Joint Creative Work (in whatever format or medium), and neither Party is required to account to the other for any publication or other use of the Joint Creative Work as long as both Parties are credited appropriately in the publication or other use of the Joint Creative Work.

Section 5.2. Publication of Results and Credit.

- a) Subject to Section 4.1, and with the consent of the other Party (which will not be unreasonably withheld), either Party may publish, in draft or in final form, the results of projects carried out, in whole or in part, in the course of performing work under the scope of this Agreement (or any Addenda implementing this Agreement). Any document that either Party prepares unilaterally and publishes in the course of performing work under the scope of this Agreement (or any Addenda implementing this Agreement) will express in writing the collaboration of the other Party involved. Each Party will be solely responsible for any document that it prepares or publishes unilaterally.
- b) Unless otherwise agreed in writing, each of TNRF and the **Campaign Member** agrees to acknowledge reasonably prominently the participation and services provided by the other Party whenever it prepares an article or report, participates in an interview with the media, gives a public talk, or otherwise makes a public appearance with respect to the projects covered by or significantly related to this Agreement.

Section 5.3. Information Sharing.

Subject to Section 4.1, the **Campaign Member** and TNRF hereby agree to exchange information, at their discretion, on their mutual projects in and around the Country and the results of questionnaires, surveys and research and any other relevant information that could help achieve conservation for priority species.

Section 5.4. Use of Name and Logos of the Campaign Member and TNRF.

- a) Neither the **Campaign Member** nor TNRF will make any public announcement of any project or matter under this Agreement without the prior consent of the Steering Committee. All press

releases will be joint press releases. All publicity, press releases and other public communications will accurately reflect the roles of the **Campaign Member** and TNRF hereunder and will refer to and feature the **Campaign Member** and the **Campaign Member** consistently with those roles.

- b) Nothing in this Agreement will be construed as authorizing either Party to use the other's name, logos, trademarks or other intellectual property (except as authorized by 5.1(b) above). Any use of such names, logos, trademarks or intellectual property (except as authorized by 5.1(b) above) will be made only with the express written authorization of relevant Party or as agreed by the Steering Committee as the case may be, and in accordance with any applicable license or guidelines. Notwithstanding the foregoing, no additional authorization will be required for any use of a Party's name, logo or other trademark in any publication (including any brochure, flier or poster), or any press release or public announcement, that has been approved in writing in advance by both Parties.
- c) The **Campaign Member** and TNRF agree to place the logos of both organizations in equivalent positions and in the same typeface and size in any publication (including any brochure, flier or poster), or any press release or public announcement, made by either party relating to projects carried out under this Agreement.

ARTICLE 6 - MISCELLANEOUS

Section 6.1. Term. Unless extended or earlier terminated in accordance with its terms, the term (the "Term") of this Agreement will begin on the date of this Agreement ("Commencement Date") and will terminate at the close of business on the fifth anniversary (the "Expiration Date") of the Commencement Date. Any extension beyond the Expiration Date must be in writing and signed by the **Campaign Member** and TNRF.

Section 6.2. Successors and Assigns. This Agreement shall be binding upon and inure to the benefit of the Parties and their respective successors and assigns, where permitted. Neither this Agreement, nor any of the rights or obligations of either Party hereunder may be assigned, in whole or in part, by either Party without the prior written consent of the other, and any purported assignment made in violation of this prohibition will be null and void.

Section 6.3 Relationship. Nothing in this Agreement shall be construed to create a relationship between the Parties of agency, partnership, joint venture or any other similar arrangement, or to render either Party liable for any debts or obligations incurred by the other.

Section 6.4. Conflict Resolution.

- a) The Parties hereby agree that, in the event of any dispute, controversy or claim between the Parties relating to this Agreement, the Parties shall first seek to resolve the dispute through informal discussions. In the event any dispute, controversy or claim cannot be resolved informally within sixty (60) days, the Parties agree that the dispute, controversy or claim will be settled by binding arbitration in accordance with the laws of the United Republic of Tanzania. The decision of the arbitrator(s) shall be final and binding upon the Parties and their respective successors and assigns.
- b) **Governing Law.** This Agreement, the rights and obligations of the Parties hereunder, and any interpretation of the terms and conditions hereof shall be governed in all respects by the laws of the United Republic of Tanzania.

Section 6.5. Termination. Either Party will have the right to terminate this Agreement by giving 60 days' written notice to the other Party of its intent to terminate. Upon receipt of the termination notice from a Party, the other Party will take all action necessary to cancel outstanding commitments relating to the work under this Agreement. The Parties will use their best efforts to honour their respective prior commitments.

Section 6.6. Non-exclusive. The Parties hereby agree that the present Agreement allows each of the Parties to enter into and perform other agreements with similar or related purposes with other persons or entities whether in the Country or abroad.

Section 6.7. No Waiver. The failure of any Party to enforce any of the provisions hereof shall not be construed to be a waiver of the right of such Party thereafter to enforce such provisions.

Section 6.8. Responsibility. Each Party is responsible for the safety and conduct of its staff or of any person that it may retain to carry out the activities described in this Agreement or any Addenda and to comply with the provisions of this Agreement. The **Campaign Member** shall not, in any circumstances or for any reason, be held liable for loss or damage sustained or caused by any of TNRF’s employees, contractors or agents. Likewise, TNRF shall not, in any circumstances or for any reason, be held liable for loss or damage sustained or caused by any of the **Campaign Member**’s employees, contractors or agents. In no event shall TNRF be liable or responsible to the other Party for indirect, special, incidental, punitive, or consequential damages (including lost profits or lost savings), even if a Party is informed of their possibility as a result of ‘Mama Misitu’ activities not authorised by the Steering Committee.

Section 6.9. Indemnity. Each Party agrees to indemnify, and defend and hold the other Party, its trustees, directors, officers, employees, independent contractors and agents (together, the “Indemnitees”) harmless from and against any and all claims, causes of action, liabilities, damages, injuries, claims, suits, judgments, and expenses (including reasonable attorneys’ fees, court costs and out-of pocket expenses) suffered or incurred by any Indemnity as a result of (a) any act or omission of the indemnifying Party or any of its employees, independent contractors or agents that (i) is negligent or wilful misconduct, (ii) breaches of any provision of this Agreement, or (b) any third party claims of infringement of proprietary rights.

Section 6.10. Amendments. No amendment of this Agreement is valid unless in writing and signed by both Parties.

Section 6.11. Severability. The invalidity or partial invalidity or unenforceability of any provision of this Agreement or any other contractual arrangement entered into to carry out this Agreement shall not affect the validity or enforceability of any other provision.

Section 6.12 Entire Agreement. This Agreement as well as any Addendum approved in writing, each of which is incorporated in the Agreement, constitute the entire agreement and understanding between the Parties and supersedes any prior or contemporaneous oral or written understanding or agreements between the Parties related to the matters addressed herein.

Section 6.13. Headings. The headings in this Agreement are for purposes of reference only and shall not limit or otherwise affect the meaning of this Agreement.

Section 6.14. Counterparts. This Agreement may be executed in two or more counterparts, all of which taken together will constitute one instrument.

In witness whereof, each of the Parties has caused this Agreement to be executed as of the date first set forth above:

The Campaign Member

Tanzania Natural Resource Forum

By _____
The Campaign Member’s authorised agent
Position
The Campaign Member’s name

By _____
Name
Coordinator
Tanzania Natural Resource Forum

A 3 ADVOCACY & AWARENESS RAISING – LESSONS LEARNT

A 3.1 HakiElimu

Founded in 2001, HakiElimu have been using the media for a number of years to convey their message to a wide reaching Tanzanian audience. Throughout the years HakiElimu have learnt many lessons with respect to utilising mass media to stimulate citizens into taking informed action, these are summarised below;

1. **Media is a powerful institution** – it works, turn a dial and the radio informs listeners, wake up in the morning and there are the newspapers, and they reach millions of readers.
2. **NGOs are generally weak** – they are not much of a force to reckon with and projecting messages at a large scale is a particular problem. However, NGOs can derive power from teaming up with the 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**.

A 3.1.1 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

A 3.1.2 Utilising the media to achieve the goals; Mass media

To achieve these goals one tool utilised by HakiElimu is mass media i.e. radio, TV and newspapers. Experience has taught them that most mass media events are centred on, and around the capital city; workshops; and what ‘the big people say’. As such HakiElimu facilitates journalists to undertake independent, in-depth investigative stories, usually outside the capital, triangulating voices. Each year 100s of stories are covered in this way.

Aware that TV programs rarely cover the viewpoints of ordinary people, and the idea that ordinary people can hold leaders to account is still in infancy, HakiElimu runs a weekly program on Government TV that has citizens asking questions of their leaders. On live public television leaders respond. This use of the media enables the viewing public to identify with problems and assess the quality of the responses offered by their leaders. It promotes the reality that the public can hold leaders to account. Questions asked in this manner have included ‘why do we not have enough medicines when this was promised, why has this corrupt leader still not been taken to task?’

60 second TV and radio slots transmit messages around the subjects of procurement, education and disability to de-mystify development propaganda, the messages are designed to invite questioning, reflection and debate and ultimately exert pressure for accountability.

A 3.1.3 Popular publications and competitions

Due to the lack of accessible written materials; what there is is dense, boring, stultifying and preaching; HakiElimu printed popular publications that de-mystify policies and enable people to understand their rights. These popular publications are accessible, highly visual and invite debate. These publications have been printed in tens of thousands and have been distributed by ‘piggybacking’ on other items e.g. as newspaper inserts.



The voices, particularly of the rural populous is rarely heard or shared, as such the opinions of the rural populous are not contributing to public debate. To mitigate this, HakiElimu run biannual essay and drawing competitions targeting responses from this under-represented proportion of the population. About 3,000 entries are received for each competition. Best entries are published in a book and the findings analysed. One such competition brought to light the level of sexual corruption in education to be high.

A 3.1.4 Citizen Engagement – ‘Friends of Education’

Ordinary citizens have little access to information, and are generally of the opinion that ‘things happen to us, we cannot make them happen’. In response to this HakiElimu established the ‘Friends of Education’ initiative; whereby anyone can join and they receive a quarterly packet of information. The information pack also provides the opportunity to ask questions and get answers. For example a typical packet may include; budget figures; a speech by the president; an education policy made simple; and news clippings.

Many citizens find it hard to access the media as such the concerns of the elite fill the media. To help ordinary citizens gain a voice in the media HakiElimu developed a simple handbook on how to use media, such as how to get on talk shows, develop a story or get letters to the editor published in the newspapers. As a result of this handbook 1 000’s of letters to the editor have been published.

A 3.1.5 Policy Analysis – Launching studies

Many studies done at great cost often have little impact, as they end up simply sitting on shelves, as such policy makers can get away with ignoring them. In response to this, media launches are undertaken at the time of report launches. Press releases with ‘punchy’ points and people available to be interviewed can help make the contents of a report a public issue.

A 3.1.6 Summary

- Necessary to facilitate journalists to undertake coverage from outside Dar es Salaam.
- Idea that ordinary people can hold leaders to account is still in its infancy. Promote this reality.
- Short, 60 second messages broadcast on the radio and TV are effective.
- Need for popular version publications on policies and rights. Should be highly visual.
- Piggy-backing your message in other publications can increase the distribution range.
- The rural populous is not heard in public debate, help promote their voice.
- Ordinary citizens have little access to information. Information packs increase their access to knowledge and stimulates them to ask questions on topical issues.
- Helping ordinary citizens to access the media can increase coverage of a topical issue through the printing of letters to newspaper editors.
- Media launches of reports helps to make their contents a public issues, thus the report is less likely to simply be left sitting on a shelf.

A 3.2 Conservation and Management of the Eastern Arc Mountain Forests

A 3.2.1 Stakeholder analysis and an Information, Education and Communication Strategy

The Conservation and Management of the Eastern Arc Mountain Forests project of the MNRT, FBD developed an Information, Education and Communication Strategy for the Eastern Arc Mountain Forests (FBD, 2005). When developing the strategy the project undertook a stakeholder analysis (FBD, 2006) to assess the knowledge of rural and urban persons of the EAMs; to discover how people liked to receive information; and what information sources people trusted. The results of the stakeholder analysis; as captured in the Information, Education and Communication Strategy for the Eastern Arc Mountain Forests; reveals information relevant to 'Mama Mitsu' campaign specifically in respect to how people prefer to receive information, and what information sources they trust.

A 3.2.2 Summary of stakeholder analysis

Preferred means of communications: what the stakeholders told the CMEAMF research team

Stakeholder	Language	Means of Communication
Central Government	Swahili English	Meetings / workshops Written materials Letters / reports Newspapers Internet Radio TV Briefing packs
Local Government	Swahili English	Meetings / workshops / training Radio TV Newspapers Written materials Letters Email Artistic Performers
Civil society organisations	Swahili English	Radio Meetings / seminars / training / workshops Letters Written materials Artistic performers
Development partners	English	Internet / Email Meetings Written materials Letters / reports Newspapers Magazines / journals
Eastern Arc communities	Swahili	Radio Meetings / seminars / training / workshops Letters Written materials Artistic performers
Environmental Education Practitioners	Swahili English	Meetings Seminars Training workshops Artistic performers

Stakeholder	Language	Means of Communication
		Written materials Radio Newspapers
Politicians	Swahili English	Briefing packs Meetings Letters Written materials Radio TV Newspapers Internet / Email
General public	Swahili	Radio Newspapers Television Adverts Artistic performers
Media	Swahili English	Press releases Email Letters Meetings
International conservation organisations	English	Meetings Letters Written materials Briefing packs Newspapers Email Internet

Source: CMEAMF Information, Education and Communication Strategy. FBD, 2005.

A 3.2.3 Pertinent findings

- An average of 69% of households surveyed owned a radio, though numbers varied.
- Radio journalists and school teachers are generally well trusted sources of information.
- Radio is the preferential form of audio communication in Eastern Arc communities. In order of preference the preferred stations are; Radio Free Africa, RTD, Sauti ya Injili, Radio 1, Radio Tz, Radio Abood, Harakati.
- In some areas, District Commissioners, MP's and videos are very highly trusted sources of information, whilst in others these are not trusted.
- 82% of sampled households had at least one person who had completed primary school and is therefore able to read and write.
- There is a gender bias in education, female headed households are likely to have lower education levels and thus are less likely to have a literate person in the household.
- 91% of focus discussion groups (Eastern Arc communities) had not seen a copy of the 1998 Forest Policy or 2002 Forest Act or any summaries of the same.
- 50% of District staff were aware of the 1998 Forest Policy and 2002 Forest Act. Only 50% had not seen a hard copy.

A 3.3 Tools for Civil Society Action to Reduce Forest Corruption

The following list of ideas and tools as outlined in the PROFOR donor funded publication *Tools for Civil Society Action to Reduce Forest Corruption*, (Rosenbaum 2005), may be drawn upon to further increase the effectiveness of the campaign:

- Putting together a concession manual and workshop;
- Compiling a forest law reference;
- Encouraging forest certification;
- Documenting government performance on forest-related tasks;
- Collecting statistics on forest law enforcement;
- Holding a series of agency/citizen workshops on corruption;
- Creating a program to encourage forest whistleblowers;
- Creating an outlet for citizen complaints;
- Creating a public stakeholder panel;
- Holding a conference on professional responsibility;
- Recognizing outstanding public service;
- Creating a forest corruption risk map;
- Producing a forest sector citizens report card (CRC);
- Convening to exchange best practices; and
- Creating a model professional ethics code for foresters.

A 4 A SWOT SURVEY OF TFWG'S MEMBERS

A 4.1 What has happened in the past years in the external environment that could affect our work as TFWG in TNRF?

- FBD weakened by loss of key staff
- Increasing engagement of CSOs in issues of governance
- FBD associated to logging scandal
- NGOs as legitimate partners of government
- Election of the 4th phase government
- Accelerated deforestation driven by domestic and global demand
- Deteriorating governance situation
- Declining donor support for NRM
- Millennium ecosystem assessment & addressing climate change

A 4.2 What are the challenges and threats facing us as a TFWG in TNRF in our external environment?

- Logging companies are powerful in lobbying
- FBD voice to government weaker than TANAPA
- Rival Tanzania Environment Forum established by WWF
- Youth and lack of legitimacy
- Risk of engaging in something too big
- Lack of clear direction, goal and strategic challenges
- Need to broaden membership (have more Tanzanians)
- Lacking responses and action; remain a talking club

A 4.3 What are the opportunities we should be taking advantage of in the environment in order to:-

- a. Make us more sustainable as an organization?
- b. Help us achieve our vision?
 - Free media for developing advocacy campaigns
 - Commitment to members by providing them
 - Government will to support environmental issues
 - Enabling policies and legal framework in forestry
 - Good support from developmental partners
 - Need a clear strategy for secretariat to be supported
 - Move from discussions to action

A 4.4 What are the important strengths of the TFWG?

- Small
- Independent
- Highly experienced members who can engage with government
- Linkage with TNRF which has long history in public awareness
- Link with other WGs that captures issues outside forestry
- Opportunities for linking and learning
- Talking about issues and information sharing

A 4.5 What weaknesses are preventing the TFWG achieve TNRF's vision?

- TFWG still young
- Structure for developing advocacy issues among members not in place

- Has no core team for developing advocacy issues
- No clarity on what it is, what it does and who we are
- Cannot demonstrate direct achievements made
- Does not have funding
- Poor coordination among NGO/CSO's, e.g. with IDGE;
- Poor visibility as the voice of the people on forests;
- How do you ensure that grass root-level voices are heard?
- There is no cohesive national plan for strengthening CSO

A 4.6 Do you think we are clear about our vision, values and mission?

- Not clear with vision, mission and values of TNRF
- The main focus was agreed to be on advocacy, but not much was achieved

A 4.7 What challenges have we failed to meet in the past two years and why have we failed to meet them?

- TNRF needs to repair its relationships with WCST
- Secure resources to develop policy briefs, host national forums, develop advocacy strategy
- Bring on board more Tanzania members
- Deliver on advocacy and move into action

A 4.8 What challenges have we met well in the past two years and what helped us meet them?

- The organization is born and we need to grow
- Develop an identity by starting slowly working with members
- Bring stakeholders from DSM and Arusha together

A 4.9 What is the most important outcome that you would like to see emerging from this strategic planning process? Why do you think it is so important?

- Clarification on the roles of TFWG within TNRF
- A strategic plan with doable issues
- Identity and role of organization
- That you address the mentioned challenges, constraints and shortcomings

A 4.10 Do you have other suggestions for more effective working of the TFWG?

- Tanzanian Coordinator assisted by expatriate Technical Adviser.
- Think strategically about what we can do at different levels
- Appropriate communication and commitment is critical in making progress
- Few key members can dominate discussions etc but the silent majority are needed to add weight to any advocacy.
- Need to ensure older generation of foresters feel properly a part of TFWG though they may be less dynamic in approach but bringing them fully on-side will help a lot.
- Clarify roles and responsibilities between TNRF, TFCG, WCST, IDGE and others

A 5 LOGICAL FRAMEWORK FOR MAMA MISITU

PROJECT SUMMARY	MEASURABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Goal: The realisation of the equitable, sustainable and transparent management of Tanzania's natural resources;</p>			
<p>Purpose:</p> <p>1. Forest-adjacent communities become aware of the economic value of forest resources and begin to demand and receive benefits arising from sustainable forest management.</p> <p>2. Key forest governance issues are recognised and 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.</p>			
<p>Outputs:</p>			
<p>1. Increased stakeholder awareness about the economic value of forests and the need for improved forest governance;</p>	<ul style="list-style-type: none"> ▪ Key national stakeholders are aware of the contents of the TRAFFIC report. ▪ Forest governance is on the agenda of GoT & the donor community. ▪ Increased participation of MoF & MoP in forestry sector. ▪ Key local stakeholders in six regions of 	<ul style="list-style-type: none"> • Time given to forestry sector governance, assessed through interviews with key civil servants. • Media coverage quantified. • Six districts have action plans to 	<ul style="list-style-type: none"> • There is the possibility that all foresters will be perceived as being corrupt, thus undermining their ability to fulfil their jobs. • There is a chance that the GoT will feel threatened and becomes unreceptive to communications. • The potential revenue levels that are communicated to the Min. Finance, LGAs & district councils must be based on ecologically sustainable harvest rates.

PROJECT SUMMARY	MEASURABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
	<p>Tanzania (Tanga, Coast, Morogoro, Lindi, Mtwara and Ruvuma) are aware of the contents of the TRAFFIC report.</p> <ul style="list-style-type: none"> ▪ Increased and active participation of PCCB. ▪ Increased awareness of forestry corruption, causing rise in reports to PCCB. 	<p>address shortfalls in local level forest governance.</p> <ul style="list-style-type: none"> • Law enforcement agencies have access to, and understand, the regulations governing the forestry sector and their role within the sector. 	
<p>2. Corruption challenged and improvement of moral values encouraged;</p>	<ul style="list-style-type: none"> ▪ Clear public statements from top government leaders made & publicised. 	<p>Public statements made by leaders through the media.</p>	<ul style="list-style-type: none"> • Success is dependent on statement from officials. • Statements to press must not pre-empt statements from officials.
<p>3. Improved stakeholder understanding of forest harvest compliance supported by increased availability of information;</p>	<ul style="list-style-type: none"> ▪ Forest adjacent communities have access to documentation explaining licensing procedures & follow steps on 'what to do when correct procedures not followed'. ▪ Increased number of illegal activities reported to the relevant authority. ▪ MNRT (FBD) staff fulfill their professional roles 	<ul style="list-style-type: none"> • Target audiences within six regions have an increased understanding of roles, regulations and procedures that govern forestry. • Key national stakeholders are aware of the contents of the TRAFFIC report. • Target audiences 	<ul style="list-style-type: none"> • Detailed technical information on regulations etc. must be presented very clearly to avoid further confusing stakeholders or allowing for deliberate misinterpretation. • Must not be seen to undermine authorities, nor must it create antagonism

PROJECT SUMMARY	MEASURABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
	<p>re. licensing.</p> <ul style="list-style-type: none"> ▪ National guidelines for harvesting timber products are streamlined, well publicised & better followed. ▪ District timber harvesting plans made publicly available at district & village level. Also, information on outcomes of applications, actual timber trade, economic / financial summaries & infractions available. 	<p>in six regions have access to, and understand the regulations governing their trade.</p> <ul style="list-style-type: none"> • Incoming foreign investors able to access fact sheets through their embassies. 	
<p>4. Local awareness improved about law compliance and increased prosecution of forest crime;</p>	<ul style="list-style-type: none"> ▪ Increased knowledge and awareness of laws & legal procedures. ▪ Better understanding of forest values & stronger enforcement of forest laws. 	<ul style="list-style-type: none"> • Villages in six regions understand what forest crimes are, and the consequence of them continuing unabated. 	<ul style="list-style-type: none"> • Likely to antagonise forest offenders, however, activity considered of overall low risk
<p>5. The need to strengthen PFM and improve the speed of its roll-out realised</p>	<ul style="list-style-type: none"> ▪ Increased number of PFM agreements in existence and communities are receiving benefits from PFM. ▪ Awareness and knowledge of PFM has increased to the point that communities 	<ul style="list-style-type: none"> • Communities in six regions have received and understood information packages on PFM. • MNRT attend consultative meetings to 	<ul style="list-style-type: none"> • Resistance from pro-government management sector

PROJECT SUMMARY	MEASURABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
	<p>demand PFM, understanding that it is more beneficial than a logging boom-bust cycle.</p> <ul style="list-style-type: none"> ▪ MNRT and local governments sign PFM agreements 	<p>address the PFM process, steps are put in place to ease the process of obtaining PFM.</p>	
<p>6. Stakeholder awareness about the need to increase timber export standards improved.</p>	<ul style="list-style-type: none"> ▪ High level institutions better understand the value of sustainably and ethically obtained timber, and timber produce. ▪ Pre-export value addition is happening, increasing revenue to Tanzania. 	<ul style="list-style-type: none"> • Government and Tanzanian players in the timber industry understand shifts in international demand for sustainably-sourced timber products and the increased profits to be made catering to that market – verified through sales and marketing information, change in industry attitudes and norms. 	<ul style="list-style-type: none"> • Once timber has been exported from Tz, processed in a second country and re-exported, the country of origin of the timber is not easily traceable unless subject to a chain of custody certificate (FSC have just developed a new model to allow for this). • International campaign could damage all timber trade from Tz and undermine MKUKUTA – this is not desirable.

DESIGNING AND IMPLEMENTING INDEPENDENT FOREST MONITORING (IFM) IN TANZANIA: A WAY FORWARD



'Designing and Implementing Independent Forest Monitoring: A Way Forward'
is a concept proposal prepared by the *Tanzania Natural Resource Forum*
on behalf of the *Tanzania Forest Working Group*

6 INTRODUCTION

This annex outlines a conceptual approach for how the Tanzania Forest Working Group² (TFWG) can play a role in the initiation, design and phased implementation of an Independent Forest Monitoring (IFM) System in Tanzania. TFWG members believe that IFM could augment ongoing efforts to strengthen the contribution of forests (and more specifically, the ownership, access to, and utilization of forest products) towards national development goals, especially in terms of economic growth, reduction of rural poverty and good governance.

More specifically, TFWG members realize that improved monitoring arrangements can strengthen accountability, management decision-making and a sense of rural-level ownership, all of which are needed to ensure improved forest governance during the ongoing decentralised forest management reforms. A well-designed IFM process in the Tanzanian context can catalyze the active involvement of a *greater* number of stakeholders, especially some rural communities involved in Participatory Forest Management arrangements.

TFWG members also realize that there are some core functions of IFM that must be performed by an independent third party. Members also recognize that the institutional relationships central to the success of any IFM effort, especially those between relevant government ministries, must be established at the outset.

The timing is right and much has happened recently upon which to build. The formal launch of the report, 'Forestry, Governance and National Development: Lessons Learned from a Logging Boom in Southern Tanzania' in May 2007 by the President's Office generated renewed interest in forest governance. At the national level, there is government interest in exploring Forest Law Enforcement and Governance (FLEG) processes in Tanzania. As a necessary complement to FLEG, the development of an IFM system would support the adoption of FLEG in Tanzania. The National Forestry and Beekeeping Database (NAFOBEDA) has been developed and introduced into 36 District Councils, providing a single, standardized national system which captures a variety of data relevant to the measurement of forest management effectiveness and impact. Parallel efforts at the community level - such as the Danida-funded community-based biodiversity and natural resource use monitoring system in Iringa, and IUCN/FAO supported work in Rufiji District – are generating information and experience of direct relevance to the improvement of forest governance. Finally, with the support of FINNIDA, a consultant has recently produced a report with recommendations on how to implement IFM in Tanzania. All these developments create an excellent base upon which to move forward with IFM in Tanzania.

TFWG members are willing to play a part in advancing the formalization of IFM in Tanzania. The collective experience and individual strengths of TFWG members can also be brought to bear in the design and implementation of an IFM system in important ways that does not compromise the independence of some monitoring functions or the position of civil society actors as advocates for better forest governance.

Outlined below is the rationale for, and enumeration of, the possible ways in which the members of the TFWG could facilitate the establishment of IFM through its design and implementation to its evaluation. TFWG has already outlined complementary efforts relating to improved forest governance in the 'Mama Mimitu' forestry governance advocacy and communications campaign, which would support and complement the development of an IFM process. Although 'Mama Mimitu' is focused on the south of the country, IFM have national coverage.

² The Tanzania Forest Working Group is facilitated by the Tanzania Natural Resource Forum

7 RATIONALE

This proposal draws on the lessons of civil society involvement in IFM processes around the world, including such well-known examples as the Philippines, Ecuador, Indonesia, Cameroon and Canada. Taken together, these experiences suggest that civil society actors have an important role to play in the design and implementation of an IFM system. Experience also suggests that civil society have a role to play in ensuring that lessons learned and problems identified during the process are not forgotten.

Tanzania civil society groups have a great deal of knowledge, skills and credibility to contribute to the development of IFM in Tanzania. Sustained engagement in forest management in many different regions, in a range of forest types and with a diverse set of actors makes Tanzanian civil society an important player in the process to improve forest governance countrywide. In particular, the 'Mama Mitsu' project will help raise awareness of the importance of improving forest governance and help engender ownership of the issue amongst communities affected, key to the longer-term sustainability of monitoring and verification processes.

Tanzanian civil society groups can therefore contribute the following to the design, implementation and follow up of an IFM process:

Helping to build a broader constituency for improved forest governance

Linking in with the communications work of 'Mama Mitsu', the civil society groups within the TFWG can reach out to their constituencies and regions to broaden the constituency for IFM to ensure it includes professional foresters, local communities managing their own forests or involved in JFM to ensure formal ownership and buy-in to the process.

Generating momentum

Forest-related civil society organizations in Tanzania have significant experience in various aspects of forest governance and can play a constructive role in generating momentum, advocating for the initiation of an Independent Forest Monitoring Process. Forest-related civil society organizations in Tanzania also have significant 'presence' within and around forests and forest-adjacent communities, where they have developed a significant level of trust amongst community members and village officials.

Ensuring an inclusive process and broadly representative system

Partnering with government, civil society can contribute to IFM system design to ensure an inclusive process. Civil society has an important role to champion social concerns such as impacts on the poor, who often make easy scapegoats in clampdowns on illegal exploitation, and the TFWG and its members are uniquely positioned to establish legitimacy for IFM at the grass roots level. Civil society can encourage the design process to capture the full spectrum of social and environmental interests in Tanzania. This will increase the broad legitimacy of the process. This will ensure that the goals of the process are broadly reflective of the full range of stakeholder interests. For example, while similar initiatives in other countries have focussed on legality aspects of wood production and export, some stakeholders in Tanzania may wish to focus on issues of equity and sustainability.

Ensuring IFM is designed to serve a domestic/national agenda

Civil society can play a useful role in putting the domestic agenda at the heart of IFM, ensuring an inclusive and broad based process that reflects, for instance, a focus on the important link between forest governance and Tanzania's development objectives. Serving a domestic agenda, rather than to access international markets or to deliver donor conditionalities, means strong national ownership is more likely to appear.

Monitoring the monitors and safeguarding legitimacy of the process

Civil society groups can ensure that the implementation of an Independent Forest Monitoring system pays heed to objectives agreed to during the design phase and does not get derailed by special interest groups. Because they represent a domestic constituency, NGOs are less susceptible to external political exigencies, and therefore in the best position to ensure that the IFM process stays the course.

Complementing certain IFM functions to ensure greater IFM impact

There is scope for civil society contributions to elements of IFM implementation that do not compromise the independence of the process or the position of the civil society actors. TFWG members have considerable regional, on-the-ground experience and could develop complementary activities outside the core formal IFM process but whose outputs would feed into a greater overall whole. Civil society could also support the *dissemination of information*. A key component of IFM is the public availability of monitoring reports. Civil society could play a role in disseminating information already made public in order to reach the broadest possible audience.

Participating in the crafting of solutions to problems identified during the IFM

Civil society already works with government to fulfill a number of forest-sector related functions, particularly as related to PFM implementation and review. Working in partnership with government, donors and the private sector to identify the best ways to address problems identified during the IFM ensures consideration of the broadest possible range of solutions.

Ensuring the longer term sustainability of monitoring and verification efforts

One weakness identified in reviews of forest monitoring processes in other countries is that they are not sustainable in the long term, and have been too dependent on external funding. The involvement of civil society actors from the start of the process can go a long way to ensuring that they are able to help sustain broad national interest in forest governance beyond the completion of IFM and focus attention on addressing any management weaknesses the IFM identifies. They will also be able to carry on performing some IFM-like functions in the unfortunate event of formal IFM ceasing to function. Strengthening *vertical* accountability can enhance the effectiveness and sustainability of existing monitoring initiatives. IFM, if well designed, can also increase *horizontal* accountability by forging linkages between existing monitoring initiatives, such as those implemented by institutions responsible for forest management, domestic revenue collection, rural service delivery, anti-corruption initiatives, and monitoring under MKUKUTA.

8 OBJECTIVE AND OUTCOMES

A single objective will define the work of the TFWG:

Establish a functioning, broad-based and legitimate IFM process in Tanzania that contributes to good governance, effective forest management and national development with the full buy-in of government, civil society, local communities and the private sector.

The key achievable outcomes³ of IFM in support of this objective are:

- An increase in transparency regarding information and decisions in forestry;
- Improved detection and prosecution of illegal activity, and enforcement of the law;
- Better governance through analytical work, informed debate, and wider participation;
- Greater understanding of the law, and legal compliance.

9 ACTIVITIES AND OUTPUTS

9.1 Description of the project/activity:

This project will achieve the design of a locally appropriate programme of Independent Forest Management in Tanzania and its subsequent implementation. The project will be divided into three phases:

(i) *Inception and Design*: re-establishing government and other stakeholder support for launching IFM in Tanzania, through a participatory design process aimed at ensuring that the ensuing IFM implementation phase leads to an effective and acceptable set of outcomes for good governance, effective forest management and national development;

³ Outcomes are differentiated here from outputs. Outcomes are defined here as changes brought about, at least in part, as a result of project implementation, outputs are technical and other related materials produced as part of achieving the outcomes.

(ii) *IFM implementation*: forest monitoring and the establishment of institutional linkages to ensure that forest monitoring results are appropriately communicated, agreed and acted upon by government and other stakeholders (e.g. CSOs and the private sector).

(iii) *IFM Evaluation*: reviewing the IFM process and lessons learned, and appropriately recommending further programmatic work (such as Collaborative Forest Monitoring) designed to build on the IFM process in order to ensure that appropriate forest monitoring continues and is appropriately integrated into national forest management.

There are three phases necessary for realizing the objective and outcomes which are grouped below into three phases – inception and design, implementation, and evaluation.

9.2 PHASE 1: Inception and design phase for IFM (8-12 months)

It is essential that IFM is carried out in a way that builds trust and confidence with all stakeholders, including ministerial staff, private sector operators, donors and civil society. This involves managing relationships in a politically sophisticated way, using considerable diplomacy, while at the same time proactively seeking, verifying and reporting the facts. The credibility of IFM rests on its ability to investigate politically sensitive situations and its commitment to adhere strictly to an agreed Terms of Reference (ToR) when dealing with them. It is critical that the ToR include the following protocols:

- Unrestricted access to information
- Freedom to travel
- Limited qualified immunity (i.e. the messenger – monitor - should not be blamed)
- The right to publish - exercising this right with professionalism and restraint, in particular by following the protocols of the reporting panel.

Another key issue that will need to be considered in the design phase is the nature of the IFM project, and whether, and if so how, collaborative forest monitoring should be factored into the project.

Following on from previous government agreement on the need for IFM, an inception and design phase will be required to:

1. **Reconfirm and build the buy-in and support** of key stakeholders, such as the Forestry and Beekeeping Division, the Ministry of Natural Resources and Tourism, other government ministries and key civil society organizations;
2. **Develop an appropriate approach and design for IFM in Tanzania through a Terms of Reference** that is participatory and widely accepted by key stakeholders

9.2.1 Formation of an IFM Secretariat

An IFM Secretariat will be established consisting of a local consultant, a small administrative staff, and a visiting external IFM specialist. The Secretariat will be administratively and financially managed by TNRF. The IFM Secretariat will coordinate the IFM inception process, and in addition to the events and outputs outlined below, facilitate parallel background work necessary for the development of the final IFM ToR – such as technical annexes etc.

It is currently proposed that the Secretariat will liaise with a Technical Advisory Group appointed by the National Forest and Beekeeping SWAP Steering Committee, and report to the Steering Committee on a regular basis. It is proposed that the NFBK (SWAP) Steering Committee is the appropriate host institution under which IFM should be managed, as it represents a broad cross-section of forest stakeholders – including TNRF in its role as representing civil-society.

The key events and outputs of the inception and design phase are presented below.

OUTPUT 1: IFM framework proposal document - developed by the IFM Secretariat

- Overview of the proposed IFM initiative in Tanzania and its importance for Forest Law Enforcement and Governance, trade, poverty alleviation and Tanzania's international standing
- Outline of the design phase in more detail
- Initial assessment of the key institutional issues and necessary arrangements
- Other emerging issues identified by the IFM Secretariat

9.2.2 Renewed commitment and basic agreements achieved with senior FBD and MNRT staff:

Meetings with senior FBD and MNRT staff to renew commitment and secure the basic agreements required for starting an IFM process in Tanzania. This step will delineate the objectives, scope, geographic coverage and duration of IFM, and will layout the role of FBD and its surveillance units.

Output: framework agreement on objectives and scope of IFM, institutional roles and responsibilities, communications and liaison;

Participants: Senior FBD / MNRT staff - 25 persons, one day;

Supported by: IFM Consultants, TRAFFIC;

Facilitated by: Senior Facilitator;

OUTPUT 2: Outline IFM working proposal - developed by IFM Secretariat The TOR will include the following:

- Why IFM is required
- What IFM aims to achieve
- The roles and responsibilities of each party in emerging detail
- How IFM will operate both in practical terms and in terms of the mandate or obligations of each party towards the other.
- Emerging indications of how the work will be sustainable afterwards.
- Initial budget and draft job descriptions
- Indicative outputs required and their duration
- A draft performance appraisal.

9.2.3 Achieving the buy-in of other senior and middle level FBD staff

A meeting with Senior and Middle level FBD staff of an outline IFM working proposal to seek their buy-in, inputs and ideas.

Output: Support and buy-in secured of FBD staff, with feedback for the developing IFM proposal, from an FBD staff perspectives - 25 persons, one day

Participants: FBD Technical Committee Meeting

Facilitated by: Senior Facilitator and TRAFFIC

9.2.4 Consulting NGOs and Civil Society

A meeting with NGOs and civil society (eg Tanzania Forestry Working Group), to present and seek inputs for an increasingly detailed outline IFM working proposal.

Output: Role of NGOs, role of TFCG Forestry Network (MJUMITA),

Participants: NGO representatives - 20 persons, one day

Facilitated by: Senior Facilitator and TRAFFIC

9.2.5 Ensuring the Development Partner Group (Forestry) is informed and engaged

A meeting to present a full working proposal and IFM design in order to obtain the DPG's continued buy-in and their contributions, with a view to building interest in financing the implementation of IFM after the design stage is complete.

Output: DPG inputs into working proposal including funding commitments

Participants: Development Partners Group - 20 persons, half day

Facilitated by: Senior Facilitator

OUTPUT 3: Draft IFM ToR - developed by IFM Secretariat

The TOR will include the following:

- Why IFM is required
- What IFM aims to achieve
- The roles and responsibilities of each party in emerging detail
- How IFM will operate both in practical terms and in terms of the mandate or obligations of each party towards the other.
- An indicative strategy of how monitoring and forest audits will continue afterwards.
- A full budget and job descriptions
- Detailed outputs required and their duration
- A performance appraisal.

9.2.6 Presentation of Draft IFM ToR and outstanding issues resolved at round-table stakeholder meeting

Following the inputs of government, development partners and civil society, a final round-table meeting to present a draft IFM ToR and to resolve outstanding issues. These might include: How will the process be steered? Who might consultants report to? How will information be made public?

Output: Final inputs into the IFM ToR, resolution of outstanding issues, finalization of steering group;

Participants: FBD, MNRT, NGO representatives, VPO, Presidents Office, TRA, Ministry of Finance, PMO RALG, DPG(F) - 40 persons, two days;

Supported by: IFM Consultants;

Facilitated by: Senior Facilitator.

9.2.7 Briefing to the Parliamentary Committee on Natural Resources and Environment

A briefing to the Parliamentary Committee on Natural Resources and Environment (and possibly Finance and Economic Affairs) on the significance and benefits of IFM for Tanzania, and how the committee(s) might wish to use the emerging data.

Output: Parliamentary committee(s) informed and aware of the IFM process

Participants: Parliamentary Committee on Natural Resources and Environment, Finance and Economic Affairs - 40 persons, one day;

Supported by: IFM Consultants

Facilitated by: Senior Facilitator

OUTPUT 4: Final IFM ToR - developed by IFM Secretariat

The TOR will include the following:

- Why IFM is required
- What it aims to achieve
- The roles and responsibilities of each party in comprehensive detail

- How IFM will operate both in practical terms and in terms of the mandate or obligations of each party towards the other.
- An indicative strategy of how monitoring and forest audits will continue afterwards.
- A full budget and job descriptions
- Detailed outputs required and their duration
- A performance appraisal.

9.2.8 Funding partner meeting

Formal submission/presentation of the IFM ToR to the Development Partners Group for funding.

Output: Funding commitments

Participants: Development Partners Group, other interested parties

Supported by: IFM Consultants (as necessary)

Facilitated by: Senior Facilitator

9.2.9 Tendering of IFM process

Once funding is secured, the IFM process will likely be put out to tender in the international press for the selection of a forest-based monitor.

9.3 PHASE 1: Institutional arrangements and considerations

Institutional arrangements outlined below for the Inception and Design Phase are *indicative* and will be appropriately resolved and clarified at the commencement of the project.

Ownership

The IFM initiative will be jointly and primarily owned by the National Forest and Beekeeping SWAP Steering Committee.

Management

An *IFM Secretariat* will be established consisting of a local consultant, a small administrative staff, and a visiting external IFM specialist. The Secretariat will be administratively and financially managed by TNRF. The IFM Secretariat will coordinate the IFM inception process, and in addition to the events and outputs outlined below, facilitate parallel background work necessary for the development of the final IFM ToR – such as technical annexes etc.

It is currently proposed that the Secretariat will liaise with a **Technical Advisory Group** (TAG) appointed by the National Forest and Beekeeping SWAP Steering Committee, and report to the Steering Committee on a regular basis. It is proposed that the NFBK (SWAP) Steering Committee – the **host institution** – is the appropriate host institution under which IFM should be managed, as it represents a broad cross-section of forest stakeholders – including TNRF in its role as representing civil-society.

Implementation partners

The Tanzania Forest Working Group will play a key role in achieving broad buy-in and consensus during the Inception and Design Phase, in large part through the communications and advocacy programme of **Mama Misitu**.

Financial management and accountability

TNRF will be responsible for managing and accounting for the funds allocated for the IFM initiative in the Design and Inception Phase as guided by the IFM **host institution**, and in accordance with TNRF's administrative policies and financial regulations.

Links with Mama Misitu

There is considerable complementarity with **Mama Misitu**, particularly in terms of awareness raising and communications, helping pave the way for IFM. The communications capacity of **Mama Misitu** may be additionally used at a later stage to help communicate the findings and outputs of the IFM process according to the protocols established during the Inception and Design Phase. As stated in the **Mama Misitu** proposal, the **Mama Misitu** campaign will have a national reach, with an initial focus in south-eastern Tanzania expanding into other parts of the country in a phased process.

It is anticipated that prior to the implementation phase of the IFM initiative, TRAFFIC will restart its monitoring activities as part of a baseline survey and on-going monitoring and evaluation of the progress and effectiveness of **Mama Misitu**.

9.4 PHASE 2: IFM Implemented (36 months)

IFM will then be initiated according to the IFM ToR as follows:

9.4.1 Indicative institutional arrangements

Pending the outcome of the Inception and Design Phase, the institutional arrangements developed within the proposed host institution need to enable:

- A management and reporting system to plan and authorise the monitor's activities and channel its findings. This provides justification for management decisions on where and what to monitor.
- Broad participation to ensure responsibility and accountability. Reporting to a single institution lacks transparency. Reporting to a multi-stakeholder panel, which validates and adopts findings, provides a buffer between the monitor and vested interests.
- A system of clear ownership of reports, giving the reports some status in law. Qualified immunity from libel and other action would not be unreasonable.
- Commitment to ongoing participation. The will to retain confidence in IFM and uphold its independence from government must be maintained by all parties.
- Participation of key public services that are likely to be implicated in down-stream activities: police, military, judiciary, finance ministry, ministry for development or economic planning, customs and trade regulators.
- Involvement of civil society organisations, preferably those with high public credibility and broad ownership, with due regard to principles of good governance in their internal organisation. A proactive and prominent role for the donor community This relieves pressure on the monitor to conduct its own diplomacy by acting promptly at key moments to keep the IFM on track.
- Well-defined provision for dispute resolution in the event of differences between the parties. Grievance and arbitration procedures should be clearly specified in the contract.

If this is not possible, an alternative institutional arrangement will have to be developed.

It is possible that the National Forest and Beekeeping SWAP Steering Committee may be the most appropriate host institution for the IFM Implementation Phase, pending the outcome of the Inception and Design Phase.

The role of the **Technical Advisory Group** will change to form the '**Reporting Panel**' in the implementation phase of the project. The **Reporting Panel** will form the mediating/intermediary institution required to liaise between the Independent Monitor and government during the IFM implementation phase. This will help facilitate good communications and relations between the independent monitor, government, the private sector and civil society in order to maximise the chances of government taking constructive and appropriate action over the findings of IFM.

9.4.2 Indicative activities

The following indicative activities are based on experiences from IFM programmes elsewhere in Africa and Asia (refer to Global Witness, 2005). The activities described hereafter are only indicative of what may transpire from the design and implementation of the IFM ToR.

The forest-based monitor may be expected to undertake missions on the full range of permits, contracts and licenses, which will be listed in the ToR. The monitor and the Forest and Beekeeping Division will likely need to meet regularly to produce a plan of joint missions that covers all parts of the forest equitably.

There may be four types of field mission (Global Witness, 2005):

- **Joint Missions:** The enforcement agents and monitor embark jointly on a pre-planned mission. Separate reports, from the enforcement agency (possibly including an official statement of offence against infractors) and the monitor (including observations on the conduct of the enforcement agents) are produced.
- **Joint Requested Missions:** A joint mission undertaken as above, but at the request of a third party (typically an NGO or community). Such missions will be conducted quickly (e.g. within seven days) to minimise any loss of evidence.
- **Independent Missions:** Missions undertaken by the monitor alone where:
 - Enforcement agents are unable or unwilling to participate in a joint mission.
 - It is appropriate to respond to a requested mission independently.Overall, independent missions will serve as a baseline from which to assess the work of the enforcement agency, and ensure field investigations take place even in sensitive areas. The official status of a report from an independent mission may be weaker than that of a joint mission, but it will remain credible as long as the monitor remains credible.
- **Verification Missions:** Where the monitor has not joined a previous official mission, and a subsequent mission alone is necessary to verify the findings of the official mission.

Other activities may include:

- **Monitoring administrative permit allocations** – tracking how forest concessions are to be allocated in the future through a steering committee;
- **Tracking legal cases** - case-tracking systems may be designed, either in collaboration with the Forest and Beekeeping Division, or independently and in parallel, where necessary to maintain the integrity of the data.
- **Monitoring certification of legality** – systems being instituted to provide certification of legality. In regard, IFM will collect evidence on illegality, basing its methodologies on those pioneered by TRAFFIC. The monitor will be able to supply an independent view, through ongoing field-based spot-checks, how robust and well maintained the whole licensing process is, and therefore provide public credibility to these initiatives.
- **Testing the integrity and value of National Forestry and Beekeeping Database (NAFOBEDA)** - to improve systems of control, use and accountability of the data.
- **Analysing trade data** - analyses of international trade may identify possible cases of laundering or mislabelling of traded timber and timber products.
- **Monitoring environmental and social issues** – some degree of social and environmental factors may be incorporated into forthcoming concession agreements. Independent monitoring of these agreements could strengthen the voice of communities who feel companies have not met their obligations. It would also address a systemic problem that occurs in other countries, namely that much of this provision happens only in the first few years.
- **Monitoring revenue transparency and benefit distribution** - logging might be legal but fees and taxes can be avoided or misappropriated at different levels. Open provision of information on the collection of revenues and disbursement of benefits will lead to people knowing how much has been received in their name. This will precipitate a growing

demand for better services, thereby strengthening local democracy and making misappropriation of forest revenues more difficult.

- **Capacity building assistance to law enforcement officers** – the IFM process will likely highlight what is an existing need for improving forest-related crime investigations. The IFM process could usefully provide direct inputs into the development of materials, an accredited training course including field work and procedural improvements. The law enforcement officers benefiting from this activity would be mostly forestry officers, but also some police, customs and ports authorities staff, and prosecutors. There would be additional awareness-raising for the judiciary and links would be developed to the Prevention and Combating of Corruption Bureau and other government institutions.

9.4.3 Geographic Coverage

It is anticipated that although IFM will be a national process, it may invest more resources in some areas of the country most in need of governance and forest management improvement over others.

Although it is likely that an independent monitor will carry out the majority of the IFM, nevertheless civil-society and private sector stakeholders are likely to play a key support role. In this regard, the TFWG is part of a national forum (TNRF) and its members have an on-the-ground presence (many working in PFM) in over 85% of the mainland's regions (18 of 21) and Zanzibar:

- **Africare** – Tabora Region
- **Care** – Morogoro Region and Zanzibar
- **FARM Africa** - Manyara and Kilimanjaro Regions
- **IUCN** – Rufiji District, Coast Region
- **MJUMITA** – Coast, Dar es Salaam, Dodoma, Iringa, Kilimanjaro, Lindi, Manyara, - Morogoro, Mtwara, Singida, Tanga, Regions and Zanzibar
- **MCP** – Kilwa District, Lindi Region
- **TAF** – represented in all regions
- **TFCG** – Coast, Iringa, Lindi, Mtwara, Morogoro, Ruvuma, and Tanga Regions,
- **WCS** – Arusha, Dodoma, Iringa, Mara, Mbeya, Rukwa, Singida Regions and Zanzibar
- **WCST** – Coast Region and Dar es Salaam
- **WWF** – Arusha, Coast, Lindi, Morogoro, Mtwara, Mwanza, Tabora, Tanga Regions and - Dar es Salaam

9.5 PHASE 3: Evaluation, gradual monitor withdrawal and next steps

Towards the end of the Implementation Phase, the proposed host institution will instruct the Technical Advisory Group and the IFM Secretariat to work with the independent monitor to review the indicators of success for the continuation of forest monitoring. The indicators will encapsulate a description of a functioning, transparent and accountable system in which monitoring by civil society is a normal component, and IFM projects, particularly those implemented by an international monitor, are no longer required. Improvements in governance will strengthen the rule of law, but a system of checks and balances will always be needed. Several options are available depending on the IFM experience and the performance of partners during the IFM implementation phase. The options include:

- (i) A combined government-civil society monitoring 'Collaborative Forest Monitoring' (CFM) alliance to ensure that a law enforcement operation carried out by government is at its most effective
- (ii) The Tanzania Forest Working Group working in partnership with the Community Forest-based Network – MJUMITA to form a strong civil society watchdog system which holds the government to account.

It is possible that the independent monitor will be requested to carry out intermittent studies during a transition phase to monitor the progress of law enforcement. Once enforcement operations have reached a high standard, short, infrequent and unannounced checks would be sufficient to maintain it. The monitor can use its right (but not obligation) to join any enforcement activity to gradually reduce the number of joint missions, but also make surprise spot-checks on the enforcement agents in the field. This process would be reversible: an increase in the monitoring effort would resume if governance deteriorated. What is more likely is that the focus of IFM attention could shift to respond to new challenges as monitors record and adapt to increasingly sophisticated illegal activity: Monitoring needs also to be complemented by other forms of assessment, and other activities which help not only to ensure discipline in the sector, but also to locate its future course in the wider patterns of development of the society. Such a strategy provides the best chance of ensuring that initiatives have real national ownership, and that legality translates into public legitimacy. Again, the implication is that monitoring should be situated in a broader framework of governance reform.

The IFM process is evaluated and recommendations made for next steps.

Indicative activities: field visits, evaluation report, follow-on project proposal, final workshop, stakeholders report, and dissemination of findings

9.6 Indicators for measuring the achievement of objectives and outputs:

There will be two sets of indicators of success – one for the IFM Inception and Design Phase, and the second for the IFM Implementation Phase.

9.6.1 Indicators of Success for Phase 1: IFM Inception and Design

Key indicators of success for the inception and design phase are:

1. The development of the IFM ToR is widely supported by key ministries, parliament, civil society and the private sector;
2. Clear understanding and agreement is achieved on the key components of the IFM ToR
3. An appropriate host institutional is identified for the IFM implementation phase
4. The National Forest and Beekeeping SWAP Steering Committee, Technical Advisory Group and IFM Secretariat develop strong and effective working relationships leading to shared ownership of the IFM process.
5. An IFM ToR is successfully developed to include the following components:
 - the achievable objectives
 - the activities to be undertaken and their timeframes in order to achieve the objectives
 - the specification of IFM outputs (internal reports, technical analyses, public fora, parliament, media, feedback, etc.);
 - the geographical and technical focus of monitoring (prioritisation may be required against resourcing levels);
 - roles and responsibilities of key stakeholders
 - agreed protocols
 - institutional relationships, reporting and communications procedures;
 - financing - resource requirements and identification of funding sources
 - modalities (e.g. monitoring and analytical methods to cover relevant state/pressure/response aspects according to identified focus of IFM, protocols/procedures covering access to information, publication and evaluation, etc.);

9.6.2 Indicators of Success for Phase 2: IFM Implementation

The implementation of IFM will influence transparency, accountability and governance in forest management, each to varying degrees over time. The table below provides a

summary list of indicators that may be used to assess IFM's impact in each of these areas, both in terms of the performance of the monitor alone, and the wider influence of IFM.

A table of the summary list of indicators that may be used to assess the impact of IFM

Output-related indicators: what can IFM achieve?	Outcome-related indicators: what changes should occur beyond this?	
Information and transparency: The published findings from IFM, both individual field mission reports and periodic summary reports, give government, industry, international donors and civil society tools to assess the state of the forest sector.		
<ul style="list-style-type: none"> • Recommendations contained in each report • Observations of any systemic weaknesses recorded in reports • Observations of trends from series of reports recorded • Public availability of reports 	<ul style="list-style-type: none"> • Availability of laws and regulations to the public (in lay-persons terms) • Public availability of permit data • Enforcement visits documented • Robust evidence collected on infractions 	<ul style="list-style-type: none"> • Issuance of official statement of offence reported • Publication of outcome from legal cases brought against infractors
Accountability and professionalism: in the regulations, systems and procedures the forest authority adopts. As a public service, it must show that it is effectively providing services to a range of 'customers', including forest-dependent communities and businesses (small and large), among others. Perhaps most important in the long term are impacts beyond the immediate control and discipline of the various actors.		
<ul style="list-style-type: none"> • Training in monitoring, enforcement, evidence gathering and reporting etc • Fairness of reporting towards e.g. industry vs. communities • Relationship and networks with all stakeholder groups 	<ul style="list-style-type: none"> • Number of infractions detected • Issuance of official statements of offence taking place when appropriate • Clear programme of enforcement work • Occurrence of field missions as planned • Competence and professionalism in the field and in reporting • Conformity of sanctions to the law 	<ul style="list-style-type: none"> • Conviction rates for offenders • Prompt and full collection of fines, to the right place • Public opinion of the forest authority • Estimates of bribes being paid • Ability of industry to move towards certification (of legality and then of sustainability)
Governance and leverage: in the political environment, including broader and stronger momentum for reform, the role of civil society and global processes.		
<ul style="list-style-type: none"> • Understanding of different sources of leverage • Denouncements made in confidence to the monitor • Functionality of the reporting panel 	<ul style="list-style-type: none"> • Occurrence, foci and venues of debate on forest issues • Involvement of judiciary, finance, economic & social development ministries • Regional (multi-state) action against illegality • Public awareness of the law 	<ul style="list-style-type: none"> • Civil society engagement with forest authority • Morale of reform-minded officials • Policy-makers understanding of the issues • Interaction with other national planning work (e.g. NSGRP) • Changes to donor forest and governance policies

Improved information and transparency

An early impact of IFM is often a substantial increase in the quantity, quality and credibility of information on forest management and control systems, illegal activity and sanctions.

Improved capacity of local civil society actors

IFM will also help develop the skills, knowledge and effectiveness of local actors in regards to issues such as forest law, monitoring methodologies, identification of illegal activities, and best practices.

Improved accountability and professionalism

If the IFM process proceeds well, it will improve the accountability professionalism and technical skills of the Forest and Beekeeping Division and may also impact on the reciprocal behaviour, engagement and cooperation of citizens and forest-resident communities.

Improved forest utilisation practices

Through the provision of information, IFM will support the development of improved forest utilisation practices – by both the private sector (as this develops further) and local communities managing forests that are being harvested. In select cases, it may be the case the IFM helps the move for forest harvesters towards certification.

Improved law enforcement and decreased forest crime

Through the provision of inputs into a law enforcement improvement and training programme that would help increase the effectiveness and efficiency of law enforcement procedures implemented by forest officers and other government agents. Indicators would include conviction rates, sentences, investigation rates, advanced training approaches and materials.

A move towards shared responsibility

Through the TAG and subsequently the Reporting Panel, collective discussion, debate, agreement and reporting will occur, with collective responsibility for outputs. Investigations arising from or associated with the IFM process will lead to wider partnerships being developed and/or strengthened between different parts of government, civil society and communities.

A further element to shared responsibility is the potential development of regional and international FLEG forums / agreements as a:

- Forum for debate, consciousness-raising, information- sharing and exchange of best practice.
- Mechanism for capacity-building and technology transfer.
- Data collection and exchange system, both on legal and illegal activities.
- International tracking and/or licensing system to guarantee legality, with independent third party monitoring.
- Framework for enforcement cooperation, including cross-border operations.
- Non-compliance mechanism incorporating trade sanctions.

10 TOTAL BUDGET:

An indicative budget is presented below. A final detailed budget for the Implementation and Evaluation Phases will developed during the Inception and Design Phase.

Phase and Activity Description	Item Details	Cost type ¹	Amount USD
1. INCEPTION AND DESIGN PHASE			
1.1 Events and Outputs			
1.1.1	Renewed commitment and basic agreements achieved with senior FBD and MNRT staff	- venue and other costs for seminar and discussions USD 1,500 - other meeting and travel costs USD 500	P 2,000
1.1.2	Achieving the buy-in of other senior and middle level FBD staff	- venue and other costs for 2 day workshop - other meeting and travel costs USD 500	P 4,500
1.1.3	Consulting NGOs and Civil Society	- venue and other costs for 2 day workshop - other meeting and travel costs USD 500	P 4,500
1.1.4	Ensuring the Development Partner Group (Forestry) is informed and engaged	- briefing materials an liaison costs	P 250
1.1.5	Presentation of Draft IFM Proposal and outstanding issues resolved at round-table stakeholder meeting	- venue and other costs for 2 day residential workshop USD 13,500 - materials USD 1,500 - preparation costs – e.g. technical working groups USD 5,000	P P P 20,000
1.1.6	Briefing to the Parliamentary Committee on Natural Resources and Environment	- venue, materials and other costs	P 5,000
1.1.7	Funding partner meetings	- liaison and proposal preparation costs	O 1,000
1.1.8	Tendering of IFM process	- advertisements @ USD 12,500 and tender processing costs USD 2,500	O 15,000
Sub Total			52,250
1.2 Technical support			
1.2.1	External IFM Specialist	- support package (quote)	P 76,000
1.2.2	Other Technical Support inputs	- other local technical consultant inputs – 25 days @ USD 350 per day	P 8,750
1.2.3	Facilitator of overall process (Senior Tanzanian Consultant and secretariat costs)	- facilitator consultant costs – 70 days @ USD 500 per day - secretariat costs – 12 months @ USD 2,000 pcm	P O 59,000

Phase and Activity Description		Item Details	Cost type ¹	Amount USD
1.2.4	Meeting costs for the Technical Advisory Group	- 4 meetings @ USD 1000 (including travel and other costs)	P	4,000
Sub Total				147,750
1.3 Other Costs				
1.3.1	Overhead costs for TNRF at 10%	- administrative costs for grant management, donor and partner liaison, and core support	O	20,000
Sub Total				20,000
	Contingency at 5% (excluding overheads)	- to include audit costs, exchange rate fluctuation and other unforeseen costs	O	10,000
TOTAL				230,000
Phase and Activity Description			Amount USD	
2. IMPLEMENTATION PHASE (PENDING ESTIMATE)				
2.1 Monitoring Costs				
2.1.1	Monitoring costs – USD 55,000 pcm incl. for 36 months ²			1,980,000
TOTAL				1,980,000
3. EVALUATION PHASE (PENDING ESTIMATE)				
3.1 Evaluation and monitor withdrawal costs				
3.1.1	Evaluation and follow-on programme development			90,000
3.1.2	Monitor mission support in a transition period			40,000
3.1.3	Other administrative and project terminations costs			15,000
TOTAL				145,000
TOTAL FOR PHASES 2 & 3				2,125,000
OVERALL TOTAL				2,355,000

¹ Costs types: O – Operational; P – Programmatic; S - Salary

² Monitoring Costs: Recommended monthly cost of USD 45,000 (Global Witness 2005) together with a forest law enforcement capacity building component at USD 10,000 per month. Headline items for monthly monitoring costs will include:

- human resource costs,
- transport costs
- equipment costs,
- material costs
- administration & office costs
- liaison and reporting costs

11 ACTIVITY CALENDAR

Activity Cluster	Year 1				Year 2				Year 3				Year 4				Year 5	
	Q1	Q2	Q3	Q4	Q1	Q2												
Inception and Design	■	■	■	■														
Implementation ¹					■	■	■	■	■	■	■	■	■	■	■	■	■	■
Evaluation																	■	■
'Mama Misitu' ²	■	■	■	■	■	■	■	■	■	■								

¹ Some activities related to implementation may start before the completion of the design phase but this is subject to discussion and approval.

² It is possible that Mama Misitu may be usefully extended into a third year to complement the findings of the IFM process.

LIST OF ACRONYMS

APNAC	African Parliamentarians Network Against Corruption
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
DNRO	District Natural Resources Office
DPG	Development Partners' Group
EAM	Eastern Arc Mountains
FBD	Forestry and Beekeeping Division of the Ministry of Natural Resources and Tourism
FY	Financial Year
GoT	Government of Tanzania
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
PCCB	Prevention & Control of Corruption Bureau
PFM	Participatory Forest Management
PMO RALG	Prime Ministers Office - Regional and Local Government
PROFOR	PROFOR donors are: Department for International Development of the United Kingdom, the Finnish Department for International Development Cooperation, the Japanese International Forestry Cooperation Office, and Swiss Development Cooperation.
RFA	Radio Free Africa
TASAF	Tanzania Social Action Fund
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