

# Forestry, Governance and National Development: *'Mama Misitu'* - A Communications and Advocacy Initiative

## TABLE OF CONTENTS

### MAIN DOCUMENT

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<b>PROJECT FACT SHEET .....</b>	<b>3</b>
<b>ABBREVIATIONS .....</b>	<b>5</b>
<b>EXECUTIVE SUMMARY .....</b>	<b>6</b>
<b>1 INTRODUCTION .....</b>	<b>7</b>
<b>2 PRESENT SITUATION .....</b>	<b>8</b>
<b>2.1 Government and Sector Policies.....</b>	<b>8</b>
<b>2.2 Background Studies and Findings .....</b>	<b>8</b>
<b>2.3 Problems to be Addressed .....</b>	<b>10</b>
<b>2.4 Stakeholders and Beneficiaries.....</b>	<b>13</b>
<b>3 DEFINITION OF THE INTERVENTION .....</b>	<b>14</b>
<b>3.1 Objectives .....</b>	<b>14</b>
<b>3.2 Issue Groups, Corresponding Indicators of Success and Means of Verification.....</b>	<b>14</b>
<b>3.3 Activities .....</b>	<b>18</b>
<b>3.4 Assumptions and Risks.....</b>	<b>20</b>
<b>4 IMPLEMENTATION .....</b>	<b>21</b>
<b>4.1 Approach .....</b>	<b>21</b>
4.1.1 Implementation with and through project partners.....	21
4.1.2 Simultaneous national and local implementation .....	21
4.1.3 Communications tactics .....	23
4.1.4 Engaging with and engendering the support of the private sector .....	23
4.1.5 Campaign identity, branding and collective responsibility .....	24
4.1.6 Training and capacity building of Community Forest Network.....	24
4.1.7 Follow-up activities by Community Forest Network .....	24
<b>4.2 Campaign Implementation.....</b>	<b>24</b>
4.2.1 Pilot Implementation Phase – 12 months .....	24
4.2.2 Main Implementation Phase – 24 months .....	25
<b>4.3 Geographical Focus .....</b>	<b>25</b>
<b>4.4 Tentative Timetable .....</b>	<b>26</b>

<b>4.5 Organisation .....</b>	<b>28</b>
4.5.1 Project Organisation and Decision-making Arrangements .....	28
4.5.2 Coordination with other Projects/Programmes.....	29
<b>5 BUDGET AND FINANCIAL MANAGEMENT .....</b>	<b>30</b>
<b>6 PLANNING, MONITORING AND REPORTING.....</b>	<b>35</b>
<b>ANNEXES .....</b>	<b>36</b>
<b>A 1 INFORMATION ON THE PROJECT .....</b>	<b>36</b>
<b>A 2 LOGICAL FRAMEWORK MATRIX .....</b>	<b>42</b>
<b>A 3 PROJECT TIME-FRAME .....</b>	<b>47</b>
<b>A 4 JOB DESCRIPTIONS .....</b>	<b>48</b>
<b>A 4.1 Communications and Campaign Director .....</b>	<b>48</b>
<b>A 4.2 Campaign Field Manager .....</b>	<b>49</b>
<b>A 4.3 Technical Advisor .....</b>	<b>50</b>
<b>A 5 PROJECT STAKEHOLDERS.....</b>	<b>51</b>
<b>A 5.1 Local government authorities .....</b>	<b>51</b>
<b>A 5.2 Forest and Beekeeping Division .....</b>	<b>51</b>
<b>A 5.3 Village communities and forest users .....</b>	<b>51</b>
<b>A 5.4 Africare .....</b>	<b>51</b>
<b>A 5.5 Care Tanzania .....</b>	<b>51</b>
<b>A 5.6 FARM-Africa .....</b>	<b>52</b>
<b>A 5.7 ICRAF (World Agroforestry Centre) .....</b>	<b>52</b>
<b>A 5.8 IUCN.....</b>	<b>52</b>
<b>A 5.9 Mpingo Conservation Project .....</b>	<b>52</b>
<b>A 5.10 Policy Forum.....</b>	<b>52</b>
<b>A 5.11 Tanzania Association of Foresters .....</b>	<b>53</b>
<b>A 5.12 Tanzania Forest Conservation Group .....</b>	<b>53</b>
<b>A 5.13 TRAFFIC Tanzania .....</b>	<b>53</b>
<b>A 5.14 Wildlife Conservation Society (WCS).....</b>	<b>53</b>
<b>A 5.15 Wildlife Conservation Society of Tanzania (WCST) .....</b>	<b>54</b>
<b>A 5.16 WWF Tanzania Programme Office .....</b>	<b>54</b>

## PROJECT FACT SHEET

Name of Project:	'Mama Mitsu': An advocacy and public awareness initiative
Name and address of the organisation:	Tanzania Natural Resource Forum PO Box 15605, Arusha. Tanzania <a href="http://www.tnrf.org">http://www.tnrf.org</a>
Coordinator:	Dr Andrew Williams
Telephone:	+255 754 095517
Description of organisation:	TNRF is a collective civil society-based initiative to improve natural resource management in Tanzania by addressing fundamental issues of natural resource governance. We view the quality and equity of governance as fundamentally determining how natural resources are managed and how they support the livelihoods of Tanzanians and the sustainable economic development of the country.
Official status:	Registered NGO: No. 0640
Members:	Over 618
Number of employees:	We currently have 10 staff members, 4 support staff and are recruiting up to 3 new staff in the next 2-3 months (depending on funding).
Objectives of the Activities:	The overall objectives of 'Mama Mitsu's' campaign are; <ol style="list-style-type: none"> <li>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.</li> <li>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.</li> </ol>
Target group/groups:	Forest adjacent communities, general public district staff, civil servants, and senior government leaders
What will be the final result of the Activities:	<p><i>Implementation Phase</i></p> <ol style="list-style-type: none"> <li>1. Increasing stakeholder awareness about the economic value of forests and the need for improved forest governance; <p><b>Results</b></p> <ul style="list-style-type: none"> <li>▪ Key national stakeholders are aware of the contents of the TRAFFIC report.</li> <li>▪ Forest governance is on the agenda of GoT &amp; the donor community.</li> <li>▪ Increased participation of MoF &amp; MoP in forestry sector.</li> <li>▪ Key local stakeholders in six regions of Tanzania (Tanga, Coast, Morogoro, Lindi, Mtwara and Ruvuma) are aware of the contents of the TRAFFIC report.</li> <li>▪ Increased awareness of forestry corruption, causing rise in reports to PCCB.</li> </ul> </li> <li>2. Challenging corruption and encouraging improvement of moral values; <p><b>Results</b></p> <ul style="list-style-type: none"> <li>▪ Clear public statements from top government leaders made &amp; publicised.</li> </ul> </li> <li>3. Improving stakeholder understanding of forest harvest compliance supported by increased availability of information; <p><b>Results</b></p> <ul style="list-style-type: none"> <li>▪ Forest adjacent communities have access to documentation explaining licensing procedures &amp; follow steps on 'what to do when correct procedures not followed'.</li> <li>▪ Increased number of illegal activities reported to the relevant authority.</li> <li>▪ MNRT (FBD) staff fulfill their professional roles re. licensing.</li> <li>▪ National guidelines for harvesting timber products are streamlined, well publicised &amp; better followed.</li> <li>▪ District timber harvesting plans made publicly available at district &amp; village</li> </ul> </li> </ol>

	<p>level. Also, information on outcomes of applications, actual timber trade, economic / financial summaries &amp; infractions available.</p> <p>4. Increasing local awareness about law compliance and improved prosecution of forest crime;</p> <p><b>Results</b></p> <ul style="list-style-type: none"> <li>▪ Increased knowledge and awareness of laws &amp; legal procedures.</li> <li>▪ Better understanding of forest values &amp; stronger enforcement of forest laws.</li> </ul> <p>5. Emphasizing the need to strengthen PFM and improve the speed of its roll-out;</p> <p><b>Results</b></p> <ul style="list-style-type: none"> <li>▪ Increased number of PFM agreements in existence and communities are receiving benefits from PFM.</li> <li>▪ 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.</li> <li>▪ MNRT and local governments sign PFM agreements</li> </ul> <p>6. Improving stakeholder awareness about the need to increase timber export standards.</p> <p><b>Results</b></p> <ul style="list-style-type: none"> <li>▪ High level institutions better understand the value of sustainably and ethically obtained timber, and timber produce.</li> <li>▪ Pre-export value addition is happening, increasing revenue to Tanzania.</li> </ul>
Time period during which the Activities will be carried out:	Three months preparatory and launch phase and thereafter two year implementation phase

## ABBREVIATIONS

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	Millenium 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

## 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.

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.

This document proposal sets out the steps required to begin the implementation of *Mama Misitu*. Overall *Mama Misitu* has been divided into two phases:

- (i) Preparatory and Launch Phase – finalisation of the project document, initiation of the PIU and launch of *Mama Misitu* – now complete.
- (ii) Implementation Phase – implementation of the six issue groups over a two period, in turn divided into two phases - a pilot implementation phase, during which the campaign will be implemented at national level and piloted in two districts to finalise methodology; and a full implementation phase, where the campaign is rolled out in multiple districts in an effective and efficient way, with sustainable outcomes based on the lessons and methodologies developed in the pilot phase.

The project has been structured in this way so as to ensure an expeditious start and continuation of *Mama Misitu*.

## 1 INTRODUCTION

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.

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The full proposal in Annex 6 outlines *'Mama Misitu's'* two year advocacy and awareness raising campaign that will target both national and international stakeholders at multiple levels.

## 2 PRESENT SITUATION

### 2.1 Government and Sector Policies

The key policies for the forest sector are the Forest Policy of 1998, the Land Policy of 1995 and the Wildlife Policy of 1998. Key instruments available for forest management are the Land Act (1999), the Village Land Act (1999) and the Forest Act (2002), which is supported by the National Forest Programme (NFP, 2001-2010). The NFP is designed to promote utilization and trade in forest products ‘by managing forests sustainably without compromising environmental and cultural values’.

The primary strategy for realising this objective is to clarify land tenure, to provide a transparent legal framework and to promote Participatory Forest Management (PFM), where appropriate. A number of specific tools are available to effect this strategy including establishing a reliable database of forest stocks and resource use, including estimates of the values of amenity environmental services; promoting private sector and community participation; facilitating the emergence of a self-financing forestry sector; and decentralizing the delivery of public services.

However, only a small fraction of the forests of Tanzania is currently subject to any of the strategies or tools outlined in the new Forest Act and NFP.

### 2.2 Background Studies and Findings

The immense value of forest resources to the Tanzanian people has been documented in a report prepared by TRAFFIC in conjunction with the Ministry of Natural Resources and Tourism, and the Development Partners Group<sup>1</sup> in 2007. The report describes how current policy and law governing the management of these resources, is systematically being manipulated by domestic and foreign private sector interests in concert with senior Tanzanian and foreign government officials to unsustainably log and deplete Tanzania’s forests. The current rate of forest depletion means that the forest resource will not make a significant contribution to the livelihoods of future generations. In this regard, poor forestry governance directly undermines two clusters of the 2005 **National Strategy for Growth and Reduction of Poverty (NSGRP): Growth of the economy and reduction of income poverty**; and, **Governance and accountability**. Current governance shortfalls are not necessarily an accidental artefact of institutional arrangements or capacity constraint. There is increasing evidence for the more damaging forms of forestry-related corruption that selfishly exploit opportunities availed by decentralisation, globalisation and delayed completion of forest sector institutional reforms for the gain of both individuals and organised networks. This situation will ultimately affect the prospects for achieving national economic growth and poverty reduction objectives. There are continuing massive forest revenue-collection shortfalls at every level of government and significant, long-lasting negative effects on the environment. Forest adjacent communities are rapidly losing potential benefits of high value and sustainable timber harvesting for their economic development.

#### **Tanzania’s Forests and Woodlands**

Forests and woodlands cover around 40% of the total land area of Tanzania, yet support the livelihoods of 87% of the poor population living in rural areas. Some 16% (and up to 60% seasonally) of households from villages located near forests in southern Tanzania benefited from logging and timber trade during 2005. Over 90% of the energy used in the country is wood fuel derived from the forests. Tanzania’s Forests – *a key social and economic resource* - have continued to degrade at an alarming rate. Around **ten million hectares of forest land were lost between 1970 and 1998**. At the harvest rates experienced during 2003 and 2004, and based on official forest inventories, it is apparent that all harvestable Class I and II trees (i.e. trees that are large enough for timber exports) in Rufiji and Kilwa Districts will have been felled within 20 years. Some key timber tree species will have disappeared well before this time.

<sup>1</sup> Milledge, S., Gelvas, I. & Ahrends A. 2006 *Forestry, Governance and National Development: Lessons Learned from a Logging Boom in Southern Tanzania*. TRAFFIC, MNRT & DPG



### ***The Status of Private-Sector Investment in Harvesting of Forest Products***

A well governed and regulated private sector must play a key role in the sustainable management of Tanzania's forests for local and national economic development. There are an increasing number of permanent hardwood sawmills in southern Tanzania (increasing from 11 in 2002 to 15 in late 2004) **but with relatively low capacity to significantly add value** to the high volumes of timber being harvested. Around 35 companies exported hardwood timber products sourced from local natural forests (not including sandalwood). Of note, **the majority of timber exporters have some form of institutional relationship** (e.g. patronage, formal shareholding, board members) **with senior public officials, both Tanzanian and foreign**. Each exporter in turn normally relies on five or more middlemen, with each working through up to ten or more middlemen at village level. In reality, just a few companies maintained a strong control over the timber trade, either by their sheer size of operation or through influence.

### ***Legal Compliance & Corruption***

A qualitative assessment of legal compliance revealed that there was an increasing trend in illegal activity affecting several serious types of infraction, such as logging without documentation, logging in unauthorised areas, and the use of invalid export documentation. A serious concern was the **chronic nature of petty corruption** whereby even timber trade activities involving legally-harvested timber products were affected by bribery. At central and district government levels, many examples of **self-dealing, nepotism and cronyism** involving timber trade were evident. **Significantly, the two stages of trade showing the highest levels of bribery – hammering and exporting – are the most likely points of intervention when introducing restrictions**. Without additional measures of scrutiny, corruption at these 'trade bottlenecks' can easily undermine the success of such interventions (see below). Those stages of the trade chain that exhibited the **highest relative frequency of bribery were also experiencing increasing trends in bribery**. From the perspective of good governance, of greater concern than bribery have been the apparent **high levels of direct senior government involvement in timber harvesting and trade from southern Tanzania**. Over half of 28 exporting companies studied had some form of institutional linkage with senior Tanzanian or foreign government officials. **The presence of a direct interest in the timber trade by individuals within the Executive and line Ministry presents the greatest concern with respect to ensuring integrity in decision-making, fairness, impartiality, transparency and justice**.

### ***Revenue Collection Shortfalls & Inefficiencies***

Rural communities, local traders and central and local government have lost massive potential revenues to wasteful harvesting and processing, non-collection of royalties and under-valuation of forest products. For example, at village level, through mid-2004, local harvesters chronically under-valued hardwood logs **receiving barely one hundredth of the export price** despite the fact that no value-adding had taken place since the logs were obtained. Substantial revenue losses were also apparent prior to and during shipment. For example, the trade **statistics show that in 2004 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.

### ***Government's Response to the Situation***

Tanzania has a **fairly advanced policy and institutional framework** that, if implemented, would lead to far more sustainable and equitable forest management. Over the past ten years, there has been considerable development of key instruments and tools for forest governance, including revised forest and land policy and legislation, participatory land use planning initiatives and various decentralization reforms. In response to growing concerns over levels of lost revenues, forest degradation, governance shortfalls and disenfranchised local communities, the government has started **implementing wide-ranging measures**. Since 2003, there has almost been an annual cycle of introducing periodic bans on harvesting from natural forests. Whilst commendable, the majority of interventions have focussed on relatively 'quick fixes' such as regulatory controls and boosting management capacity. **The list of measures has unfortunately fallen short of the response required to fully address some root causes**. In particular, **governance shortfalls, including corruption, are a major limiting factor reducing the effectiveness of current measures**. Observations of timber transported from southern Tanzania since the most recent lifting of a nationwide harvest ban during the **second half of 2006 again raised the unfortunate spectacle of irregular**

**consignments** (e.g. breaching authorization, especially the mixing of illegal logs) **and collusion** (e.g. preferential treatment, such as allowing nocturnal transport).

### **Ways Forward**

Experience in Tanzania over the past few years indicates how sustainable and equitable timber trade has yet to be realised in the southern part of the country, despite a relatively well-developed policy and legal framework for forest management and the implementation of numerous remedial measures. This policy brief calls for a **higher priority to be allocated to forestry governance and the implementation of a holistic approach, since corruption** – the primary factor affecting governance shortfalls – **is occurring in many forms and at many levels**. A full set of recommendations are presented in the main TRAFFIC-MNRT-DPG report. Amongst the most urgent recommendations include the following:

- Implement standardised reporting and monitoring for timber harvest and trade information;
- Apply greater emphasis on forestry during public income and expenditure reviews;
- Ensure internal disclosure of forestry sector assets by public officials, and leadership messaging to denounce internal involvement and collusion in timber trade;
- Use public notice boards at village and district levels, and publicise clear investment and business guidelines, including criteria, timeframes and roles;
- Undertake targeted campaigns on anti-forest-corruption;
- Consider the outsourcing of forestry revenue collection in a step-wise manner;
- Introduce performance-based incentive schemes for forestry staff;
- Develop, sign and publicise a MoU or circular between Ministry of Natural Resources and Tourism and Prime Minister’s Office – Regional Administration and Local Government to clarify roles and responsibilities, including direct reporting of District Forest Officers to the Head of the Forestry and Beekeeping Division/Tanzania Forest Service;
- Reassess appropriate forest inventory methodologies;
- Initiate community awareness programmes covering options for community participation, timber values, potential benefits, responsibilities, and legal procedures;
- Review the application of national harvest bans to ensure there is no breach of Participatory Forest Management agreements; and
- Establish Tanzania Forest Service roles, responsibilities and lines of reporting in an expedient manner, incorporating inputs from different sectors.

## **2.3 Problems to be Addressed**

The following problems will be addressed through the communications and advocacy campaign through awareness-raising:

### ▪ **Governance shortfalls threatening national and local economic 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.

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

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, 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.

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.

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

▪ **Governance challenges threatening progress in participatory forest management**

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 the Kyoto Protocol, Convention on Biological Diversity and the Convention on International Trade in Endangered Species (CITES).

However, interventions have focused on regulatory controls and 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, the availability of information at local level of proper harvesting procedures and revenue generation, or driving forces such as changes in global markets for hardwood products. A revised, holistic approach is required.

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

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

▪ **Corruption and moral norms**

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

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

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

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.

**These problems will be addressed through *Mama Misit*, a Communications and Advocacy Campaign, by:**

1. Increasing stakeholder awareness about the economic value of forests and the need for improved forest governance so that;
  - 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 Tanzania (Tanga, Coast, Morogoro, Lindi, Mtwara and Ruvuma) are aware of the contents of the TRAFFIC report.
  - Increased and active participation of PCCB.
  - Increased awareness of forestry corruption, causing rise in reports to PCCB.
2. Challenging corruption and encouraging improvement of moral values so that;;

- Clear public statements from top government leaders made & publicised.
3. Improving stakeholder understanding of forest harvest compliance supported by increased availability of information so that;
    - 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.
    - 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.
  4. Increasing local awareness about law compliance and improved prosecution of forest crime so that;
    - Increased knowledge and awareness of laws & legal procedures.
    - Better understanding of forest values & stronger enforcement of forest laws.
  5. Emphasizing the need to strengthen PFM and improve the speed of its roll-out so that;
    - 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.
    - MNRT and local governments sign PFM agreements
  6. Improving stakeholder awareness about the need to increase timber export standards so that;
    - 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

## 2.4 Stakeholders and Beneficiaries

Stakeholders and beneficiaries of the project are detailed in Annex 5 and include:

- Village communities and forest users
- Local government authorities
- Private Sector
- Forest and Beekeeping Division
- President's Office for Regional Administration and Local Government
- Ministry of Finance
- Africare
- Care Tanzania
- FARM-Africa
- ICRAF (World Agroforestry Centre)
- IUCN
- Mpingo Conservation Project
- Policy Forum
- Tanzania Association of Foresters
- Tanzania Forest Conservation Group
- TRAFFIC Tanzania
- Wildlife Conservation Society (WCS)
- Wildlife Conservation Society of Tanzania (WCST)
- WWF Tanzania Programme Office

### 3 DEFINITION OF THE INTERVENTION

#### 3.1 Objectives

The objectives of the Preparatory and Launch phase for *Mama Misitu* prior to the full implementation phase 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.

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.

#### 3.2 Issue Groups, Corresponding Indicators of Success and Means of Verification

The campaign has been divided into six 'Issue Groups' which have been derived from the TRAFFIC report. The Issue Group messages will be customised and targeted at different stakeholders as indicated in Figure 1.

The key stakeholders have been divided into three key groupings based on the different needs and requirements for effective role out of '*Mama Misitu*' and their geographical locations:

1. Central government ministries and departments
2. Private sector
3. Local government authorities and communities including forest users

The Issue Groups are as follows:

1. Increased stakeholder awareness about the economic value of forests and the need for improved forest governance;

##### ***Indicators***

- 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 Tanzania (Tanga, Coast, Morogoro, Lindi, Mtwara and Ruvuma) are aware of the contents of the TRAFFIC report.
- Increased and active participation of PCCB.
- Increased awareness of forestry corruption, causing rise in reports to PCCB.

Figure 1: Target Stakeholders for each Issue Group

	CENTRAL GOVT	INFORMAL AND FORMAL PRIVATE SECTOR	LOCAL GOVT AND LOCAL FOREST USERS
<b>Issue Group 1:</b> Increasing stakeholder awareness about the economic value of forests and the need for improved forest governance	✓		
<b>Issue Group 2:</b> Challenging corruption and encouraging improvement of moral values	✓	✓	✓
<b>Issue Group 3:</b> Improving stakeholder understanding of forest harvest compliance supported by increased availability of information:		✓	✓
<b>Issue Group 4:</b> Increasing local awareness about law compliance and improved prosecution of forest crime;			✓
<b>Issue Group 5:</b> Emphasizing the need to strengthen PFM and improve the speed of its roll-out;	✓		✓
<b>Issue Group 6:</b> Improving stakeholder awareness about the need to increase timber export standards.	✓	✓	

**Means of Verification**

- Time given to forestry sector governance, assessed through interviews with key civil servants.
- Media coverage quantified.
- Six districts have action plans to address shortfalls in local level forest governance.
- Law enforcement agencies have access to, and understand, the regulations governing the forestry sector and their role within the sector.
- Schools competitions about forest governance.

## 2. Corruption challenged and improvement of moral values encouraged;

**Indicators**

- Clear public statements from top government leaders made & publicised.

**Means of Verification**

- Public statements made by leaders through the media.

## 3. Improved stakeholder understanding of forest harvest compliance supported by increased availability of information;

**Indicators**

- 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 fulfil their professional roles re. licensing.
- 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.

**Means of Verification**

- Target audiences in six regions have access to, and understand the regulations governing their trade.
- Key national stakeholders are aware of the contents of the TRAFFIC report.
- Target audiences within six regions have an increased understanding of roles, regulations and procedures that govern forestry.
- Incoming foreign investors able to access fact sheets through their embassies.



## 4. Local awareness improved about law compliance and increased prosecution of forest crime

**Indicators**

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

**Means of Verification**

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

## 5. The need to strengthen PFM and improve the speed of its roll-out realised

**Indicators**

- 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.
- MNRT and local governments sign PFM agreements

**Means of Verification**

- 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.

## 1. Stakeholder awareness about the need to increase timber export standards improved

**Indicators**

- 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.

**Means of Verification**

- 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.

### 3.3 Activities

Each Issue Group has a set of activities that will be implemented at national or local level, as indicated by Figure 1 and described further in Section 4.1. Activities will include:

1. Increasing stakeholder awareness about the economic value of forests and the need for improved forest governance;
  - Cabinet briefing pack (*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*)
  - 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*)
  - Distribution of briefing packs and the TRAFFIC report to key stakeholders
  - Presentations to stakeholders using existing forums including the Parliamentary committee on the environment, Development Partners Group, using high impact powerpoint presentations.
  - Awareness raising meeting with media representatives and journalists.
  
2. Challenging corruption and encouraging improvement of moral values;
  - Briefing document presented to target audience. (*TNRF & MJUMITA*)
  - Filming senior government representatives making statements on the importance of challenging corruption and improving forest governance.
  - Positive mixed media coverage released, following statements made by top level officials; snippets of speeches / statement to be utilised. (*TNRF & MJUMITA*).
  
3. Improving stakeholder understanding of forest harvest compliance supported by increased availability of information;
  - Radio plays, 8 x 20 minute series – roles, regulations & responsibilities. (*TNRF & TFCG*).
  - Popular version booklets, e.g. how to understand a harvesting license or what to do in case of illegality. (*TNRF & TFCG*).
  - Booklets in Swahili, English and Chinese about harvesting laws and regulations for investors.
  - MNRT guidelines for harvesting are promoted. (*TNRF & IUCN-FLEG*). Also available in Chinese (*TNRF & WWF TPO*).
  - Booklets providing more detailed information about individual district harvesting plans.
  - Posters and sign boards for distribution in villages about harvesting regulations.
  - Support to communities to address specific governance issues and to communicate successes.
  
4. Increasing local awareness about law compliance and improved prosecution of forest crime;
  - 
  - Posters branded to match guidelines, offering contact details for further information. (*TNRF & IUCN-FLEG*).
  - Fact sheet for new investors made available through embassies. (*TNRF*).
  - Law compliance pack provided to newly appointed personnel when changes occur. (*TNRF*)
  - Drama groups to present information on forest laws and provoke discussion and debate.
  
5. Emphasizing the need to strengthen PFM and improve the speed of its roll-out;
  - Film production – forest crime (20 mins) (*TNRF & TFCG*).

- Village cinema shows, presenting a forest crime drama (*TNRF & various partners in field*)
  - Community drama groups to present information on PFM and provoke discussion and debate at village level.
  - Posters – distributed at village cinema shows (*TNRF, TFCG & various partners in field*).
  - Radio – forest crime (8 programmes) (*TNRF & TFCG*).
- 
- Improving stakeholder awareness about the need to increase timber export standards
    - Posters, leaflets (*TFCG*).
    - Guidelines (*FBD and TFCG*)
    - Meetings at district level (*MM Members and MJUMITA*)
    - Newspapers (*TNRF*)

### 3.4 Assumptions and Risks

The following assumptions and risks have been identified for each issue group of the Implementation Phase of *Mama Misisitu*:

1. Increasing stakeholder awareness about the economic value of forests and the need for improved forest governance;
  - 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.
  
2. Challenging corruption and encouraging improvement of moral values;
  - Success is dependent on statement from officials.
  - Statements to press must not pre-empt statements from officials.
  
3. Improving stakeholder understanding of forest harvest compliance supported by increased availability of information;
  - 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
  
4. Likely to Increasing local awareness about law compliance and improved prosecution of forest crime;
  - antagonise forest offenders, however, activity considered of overall low risk
  
5. Emphasizing the need to strengthen PFM and improve the speed of its roll-out;
  - Resistance from pro-government management sector
  
6. Improving stakeholder awareness about the need to increase timber export standards.
  - 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.

## 4 IMPLEMENTATION

### 4.1 Approach

#### 4.1.1 Implementation with and through project partners

The key approach to the implementing 'Mama Mimitu' is that the initiative will be implemented through the Campaign's partners, depending on their location and capacity. The initiative will be managed in a participatory and democratic manner, and will seek to support and complement programmes and activities of partners.

Each partner will take on responsibilities for implementing 'Mama Mimitu' in the districts in which they are operating, coordinated by the Project Implementation Unit (PIU). In districts where no partners are operational, the PIU will take responsibility for project implementation. In addition project partners may express a wish to implement activities in these districts in cooperation with the PIU.

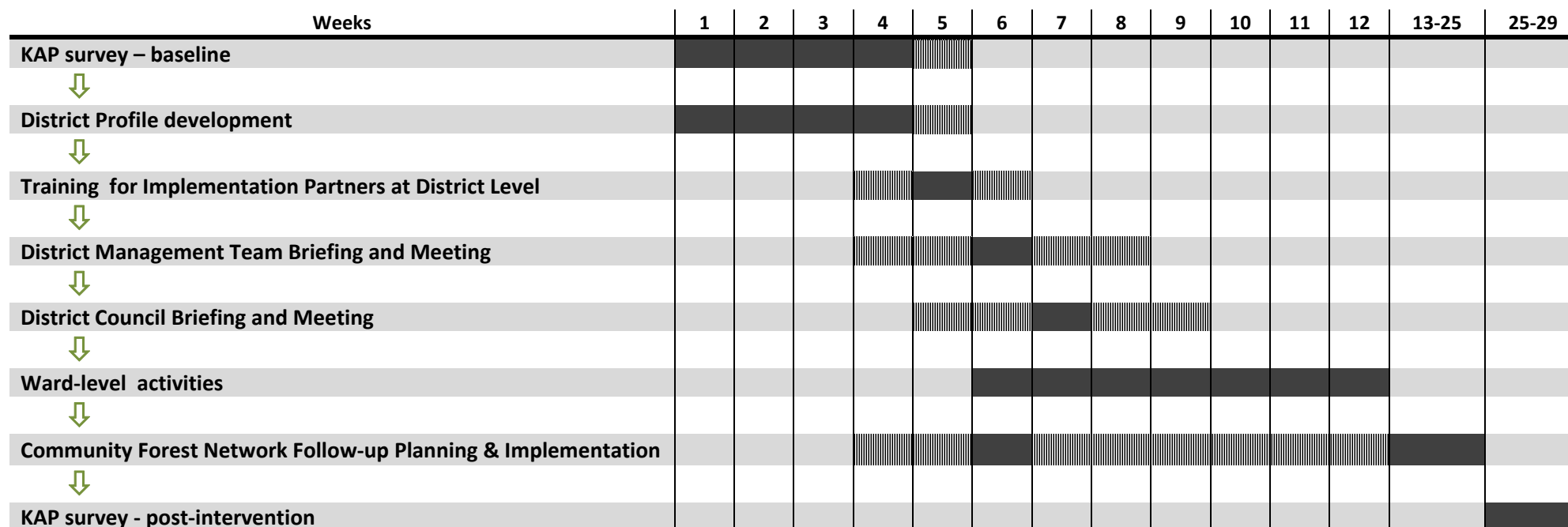
At the beginning of the implementation phase, a '**Campaign Implementation Approach and Best Practices**' workshop will be held at which partners will be agree on the final implementation approach, appropriate practices and monitoring and evaluation processes. This workshop will serve to ensure that all campaign partners are working to best practices through consensus.

#### 4.1.2 Simultaneous national and local implementation

Implementation will be carried out at two levels:

- **Nationally** – through the 'Mama Mimitu' PIU situated in Dar es Salaam. The PIU will coordinate and implement a series of activities as discussed in Section 3.3, particularly for Issue Groups One, Two, Five and Six.
- **Locally** – in selected districts through a '**District Project Cycle**' (see Figure 2) implemented by project partners in collaboration with the 'Mama Mimitu' PIU in the field. The local component will be the most important and substantive part of the 'Mama Mimitu' campaign and will include the following components (which may be modified and adapted as necessary).
  1. The project cycle will commence with a wider baseline '**Knowledge, attitudes and practices (KAP) Survey**' carried out by a field research team;
  2. A District Profile will be developed by the implementing team (either a partner and/or the PIU) in order to understand the key forest management and governance issues in the district;
  3. A training and planning workshop for implementation partners within the District (District staff, local NGOs and CSOs) will be carried out on the key issues to be covered by 'Mama Mimitu';
  4. A presentation of the 'Mama Mimitu' campaign as developed for the District in consultation with local stakeholders will then be made to the District Management Team for their inputs and information. In addition, key issues from the District Profile Report will be presented for discussion;
  5. A presentation of key issues from the District Profile Report, together with targeted information points and details of the Mama Mimitu Campaign will be presented to a full council meeting of the District;

Figure 2: Project implementation Cycle at District Level – Issue Groups 2-5 with suggested time-frame



**Issues to be covered:**

- Forest harvesting guidelines
- Local forest management issues – challenges, solutions and opportunities
- Forest crime awareness
- Forest development values
- Linking local to global – trees, ecological services, products and markets

**Achieved through:**

- Training seminars for forest users and village governments
- Film and drama events for communities and schools
- Schools competition

6. The Mama Mimitu campaign will then be implemented in the District in priority wards with district implementation partners – including the activities listed under Issue Groups Two, Three, Four and Five.
7. At an appropriate stage of the cycle, a planning and training workshop will be held for MJUMITA members for follow-up activities in the district after the main ‘Mama Mimitu’ campaign has been completed. The activities will serve to improve the capacity of local community forest network members and sustain ‘Mama Mimitu’s’ messages and impact. The Mama Mimitu PIU in collaboration with Mama Mimitu members will work to support the implementation of activities in each district by the community forest networks;
8. A post-implementation KAP survey will be carried in the districts covered, to document and analyse the effectiveness of the campaign a substantial period of time after the campaign has been completed in each district.

The PIU will serve to ensure that there is close coordination between partners working in each District and also between local and national level activities – such as for example in targeting the private sector.

It is likely, that in addition to variations in district situations, given different member’s time and personnel commitments, the ‘District Project Cycle’ content and implementation period will vary from district to district. The timing depicted in Figure 2 is therefore a suggested time-frame which will vary from district to district and from member to member.

#### 4.1.3 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 set of campaign materials will be developed in relation to an audit of materials already available and produced for the forestry sector reviewing their relevance and re-usability.

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 Mimitu’ adequately addresses and supports women’s participation and benefit from the campaign.

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

#### 4.1.4 Engaging with and engendering the support of the private sector

The Campaign will develop a process of engaging with and engendering the support of the private sector in partnership with **TRAFFIC** and other key partners. The objective is to identify private sector champions who are able to promote the development of a community of private sector companies who subscribe to sustainable forest harvesting and trading practices, and who can be supported through further initiatives – such as the initiative being developed by the **Mpingo Conservation**

**Project** – to comply with and benefit from international standards – such as those of the Forest Stewardship Council.

#### 4.1.5 Campaign identity, branding and collective responsibility

The campaign will operate under the name of ‘Mama Misisu’. 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 Misisu’ 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 Misisu’ as required to deliver specific messages.

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.

#### 4.1.6 Training and capacity building of Community Forest Network

An important component of ‘Mama Misisu’ will be the training of MJUMITA Community Forest Network Members on key forest management and governance issues so as to promote their role as local champions and awareness-raisers in the ‘Mama Misisu’ campaign and its follow-up activities.

#### 4.1.7 Follow-up activities by Community Forest Network

In each district following the implementation of ‘Mama Misisu’, MJUMITA members will be provided with the opportunity to identify key follow-up activities that they can implement, as part of increasing the impact of ‘Mama Misisu’- such as tracking the implementation of forest harvest procedures in the district and/or tracking the progress of key forest law enforcement issues at District level. These follow-up activities will be funded by the ‘Mama Misisu’ campaign, with the aim of maximising the level of sustainable outcomes from the campaign.

### 4.2 Campaign Implementation

Due to the complex nature of managing a large collaborative initiative, it is important that the implementation of ‘Mama Misisu’ be piloted prior to rolling out the campaign more widely at district and village level. This will ensure that the campaign’s methodology and approach is tested, analysed and adapted to ensure the it is effective, realistic and implementable.

The Campaign will therefore be split into two implementation phases:

- Pilot Implementation Phase
- Main Implementation Phase

#### 4.2.1 Pilot Implementation Phase – 12 months

The Pilot Implementation Phase will have the following components:

1. **National-level campaign** – to maintain the momentum of ‘Mama Misisu’, the national campaign will proceed as a full programme;
2. **Pilot district campaign development** - in two districts as selected by the ‘Mama Misisu’ Steering Committee.
3. **Monitoring and evaluation** – including a baseline Knowledge Attitudes and Practices survey, and forest use monitoring (TRAFFIC).



The national-level campaign and pilot district campaign management will be carried out by the 'Mama Mitsu' Project Implementation Unit in collaboration with 'Mama Mitsu' partners.

It is proposed that the Pilot Implementation Phase will last 12 months with the support of the Ministry of Foreign Affairs for Finland.

#### 4.2.2 Main Implementation Phase – 24 months

Following the successful implementation of the Pilot Implementation Phase (once piloting of 'Mama Mitsu' in two districts has been completed), the Main Implementation Phase will be begun. The Main Implementation Phase will continue with the Campaign Components launched in the Pilot Phase, and will significantly expand the Campaign at District Level across the country.

It is proposed that the Main Pilot Implementation Phase will last 24 months with support of a co-funder. The Norwegian Embassy has expressed an interest in supporting this phase, potentially in a co-funding arrangement with the Ministry of Foreign Affairs for Finland.

### 4.3 Geographical Focus

The Main Campaign will target the following regions, districts and wards (still under finalisation) with the following partners (still under development):

#### Phase 1: 2009-2010 (15 Districts)

Organization	Region	District	Ward	Comments	
Mpingo	Coast	Kilwa	Kikole		
			Kinjumbi		
			Mandawa		
	Lindi	Lindi rural	Liwale	Mpingo	
				Mtama	
				Nachingwea	
				Ruangwa	
	Mtwara	Mtwara Rural	Masasi	Newala	
				Tandahimba	
WWF	Lindi	Rufiji	Mbwara		
			Namhoru		
			Ikwiriri		
		Mkuranga	Kimanzichana		
TFCG	Coast	Kilwa	Kinjumbi		
			Rufiji	Chumbi	
				Mchikwi	
MM-PIU	Ruvuma	Tunduru	In development		
		Mbinga	In development		
		Songea Rural	In development		
		Namtumbo	In development		

**Phase 1: 2010-2011 (6 Districts and potential expansion to western Tanzania)**

Organization	Region	District	Ward	Comments	
TFCG	Tanga	Korogwe	Ubiri		
			Bungu		
			Dindira		
			Lutindi		
			Lushoto		
			Muheza		
		Morogoro	Mvomero	Kanga	
				Mtibwa	
				Hembeti	
				Maskatsi	
				Sungaji	
				Viongoya	
	Morogoro Rural	Morogoro Rural	Kibati		
			Bunduki		
			Langali		
			Tichenzamana		
			Kikeo		
			Kibokwa		
			Kisemu		
			Kibungo		
			Mtombuzi		
			Bakira Juu		
			Singisa		
			Kilimbero	Kilimbero	Chita

#### 4.4 Tentative Timetable

Following its launch, the main Mama Mitsu campaign will be divided into two phases:

1. Implementation at national level and piloting at district level
2. Implementation at national level and district level

Both implementation phases will entail the implantation of six 'issue groups' as follows:

***A: Issue Group 1 - Increasing stakeholder awareness about the need for improved forest governance***

(Months 1 – 3)

The campaign continues 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.

***B: Issue Group 2 - Challenging corruption and encouraging improvement of moral values***

(Months 2 – 12 and subsequent opportunities)

Through an appropriate event (such as the visit of the Hon. Wangari Mathai in September 2007), 'Mama Misitu' 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.

***C: Issue Group 3 - Improving stakeholder understanding of forest harvest compliance and supported by increased availability of information***

(Months 2 – 12)

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.

***D Issue Group 4 - Increasing local awareness about law compliance and improved prosecution of forest crime***

(Months 2 – 12)

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.

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

(Months 2 – 12)

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.

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

(Months 2 – 12)

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.

**G: Monitoring and evaluation – final assessment**

(Months 20 – 12)

A final Knowledge Attitudes and Practice survey will be undertaken in each district 4-6 months after the campaign has been implemented correspondingly.

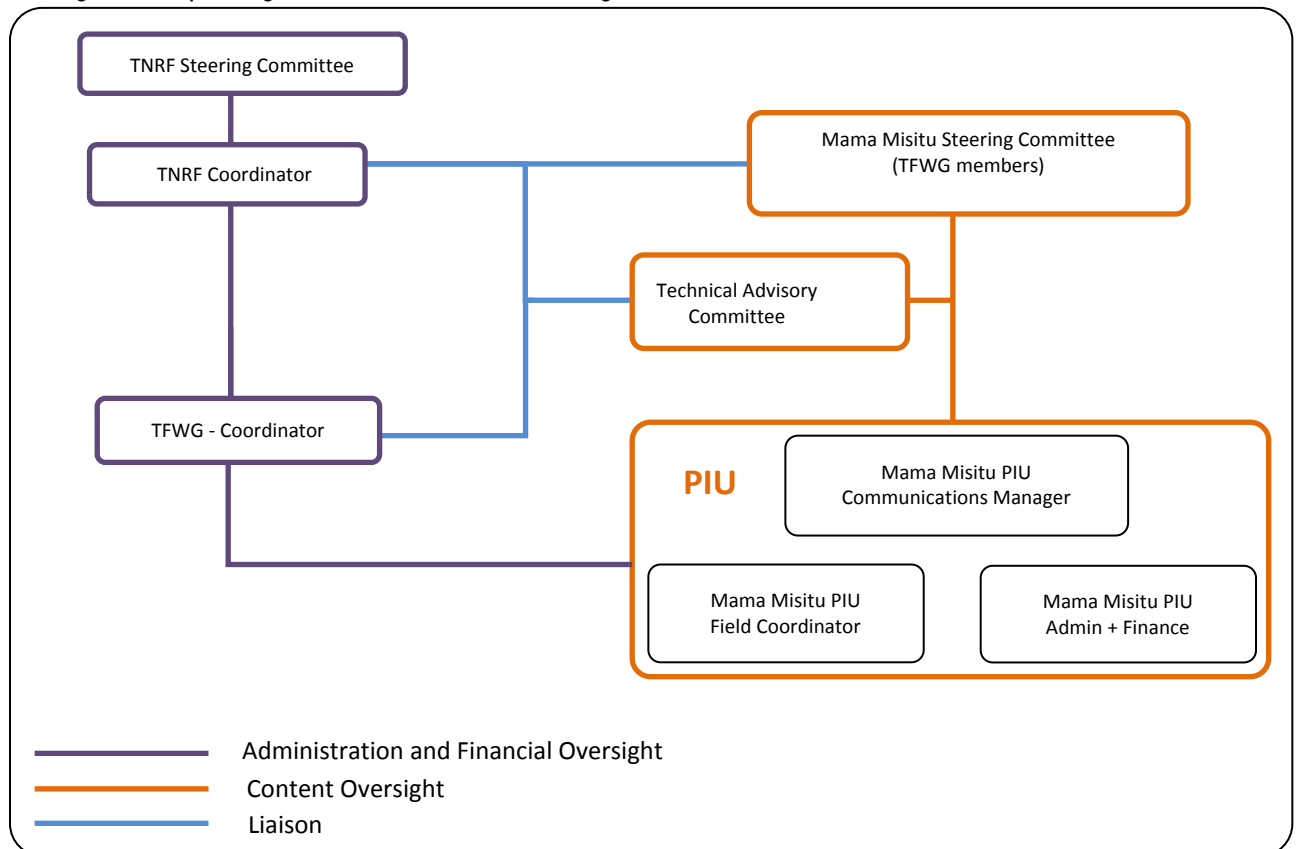
**4.5 Organisation**

**4.5.1 Project Organisation and Decision-making Arrangements**

The campaign will be managed by a Project Implementation Unit (PIU), within the Tanzania Natural Resource Forum, based at the offices of the Tanzania Forest Conservation Group, based in Dar es Salaam. The PIU will have a Communications and Campaign Manager and a Field Coordinator employed by TNRF. The Communications and Campaign Manager will coordinate national-level campaign issues and the production of campaign media and materials, while the Field Coordinator will work with and facilitate partner organisations to take the lead role in specific districts and on activities that they identify, maximising the utilisation of each partner organisations’ geographical programme location and specific skill set.

The Communications and Campaign Manager and the Field Coordinator will abide by a straightforward 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.

*Diagram: Project organisation and decision making*



All campaign activities will be overseen by a Steering Committee appointed by 'Mama Mimitu' 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

#### **4.5.2 Coordination with other Projects/Programmes**

The 'Mama Mimitu' campaign will be coordinated with Campaign partners, as well as with other organisations currently not partners – such as DODONET. In this regard, the TNRF Secretariat has already supported DODONET's programme of work.

## 5 BUDGET AND FINANCIAL MANAGEMENT

	Item	Quantity	Unit Cost	Unit Cost	Cost (US\$)	Cost (US€)
<b>1.0 PROJECT COORDINATION AND SUPPORT</b>					Exchange rate \$:€	<b>1.55</b>
<b>1.1 PERSONNEL</b>						
1.11	Campaign and Communications Director	11	2,200.00	month	24,200	15,613
1.12	Field Campaign Coordinator	11	2,200.00	month	24,200	15,613
1.13	Accountant	11	1,450.00	month	15,950	10,290
1.14	Technical advisor	55	350.00	day	19,250	12,419
1.15	Administrative Assistant	11	650.00	month	7,150	4,613
1.16	Driver (1)	11	380.00	month	4,180	2,697
1.17	Forest Working Group Coordinator	11	2,600.00	month	28,600	18,452
	<i>Note: Salaries include all extras - health and occupational insurance, performance bonus, gratuity and taxes</i>					
<b>Sub-Total</b>					<b>123,530</b>	<b>79,697</b>
<b>1.2 PIU CAPITAL INVESTMENT</b>						
1.21	Computer - Desktop (Accountant)	1	1,000.00	desktop	1,000	645
1.22	Powerpoint projector	1	1,000.00	projector	1,000	645
1.23	Software	1	500.00	Quickbooks	500	323
1.24	Vehicle purchase	1	25,000.00	vehicle	25,000	16,129
<b>Sub-Total</b>					<b>27,500</b>	<b>1,613</b>
<b>1.3 PIU RECURRING COSTS</b>						
1.31	PIU Office Rent	11	800.00	rent	8,800	5,677
1.32	PIU Office Travel / Partner Liaison / Administration	11	1,300.00	administration	14,300	9,226
1.33	PIU Office Communications	11	300.00	communications	3,300	2,129
<b>Sub-Total</b>					<b>26,400</b>	<b>17,032</b>
PRE-TOTAL					177,430	98,342
1.40	Organisational overhead @10 per cent of budget				17,743	11,447
<b>COMPONENT TOTAL</b>					<b>195,173</b>	<b>109,789</b>
<b>2.0 MAMA MISITU IMPLEMENTATION - NATIONAL LEVEL</b>						

	Item	Quantity	Unit Cost	Unit Cost	Cost (US\$)	Cost (US€)	
<b>2.1 GENERAL MEDIA AND PUBLICITY</b>							
2.11	Website	1	750.00	website	750	484	
					<b>Sub-Total</b>	<b>750</b>	<b>484</b>
<b>2.2 PRODUCTION FOR ISSUE GROUP ONE</b>							
<b>Message 1 &amp; 2</b>							
2.21	Briefing Packs	2,500	10.00	briefing packs	25,000	16,129	
2.22	Powerpoint production	1	750.00	professional powerpoint	750	484	
2.23	TV spot production, airtime (prime time)	5	3,000.00	tv slot	15,000	9,677	
<b>Message 3</b>							
2.24	Media coverage (print)	2	750.00	advert	1,500	968	
2.25	Meetings with civil society organisations and the media	2	2,500.00	per meeting	5,000	3,226	
					<b>Sub-Total</b>	<b>47,250</b>	<b>30,484</b>
<b>2.3 PRODUCTION FOR ISSUE GROUP TWO</b>							
<b>Message 1</b>							
2.31	Presidential, Ministerial and Director targeted exclusive addresses	1	9,000.00	audio-visual production	9,000	5,806	
2.32	TV spot production, airtime (prime time)	2	3,000.00	TV slot	6,000	3,871	
					<b>Sub-Total</b>	<b>15,000</b>	<b>9,677</b>
<b>2.4 PRODUCTION ISSUE GROUP THREE</b>							
<b>Message 2</b>							
2.41	Radio play - forest crime (20 min progs on RFA and RTD)	8	4,000.00	radio production	32,000	20,645	
2.42	Simplified guidelines on harvesting guidelines and regulations in Swahili	2,000	2.50	guidelines	5,000	3,226	
2.42	Fact sheets in English, Swahili and Chinese on harvesting regulations for investors and other stakeholders	2,000	2.50	fact sheet	5,000	3,226	
2.43	Engagement process with Private Sector stakeholders thru use of champions and networking - meetings and emerging action process	1	10000	meetings	10,000	6,452	
					<b>Sub-Total</b>	<b>52,000</b>	<b>33,548</b>
<b>2.5 PRODUCTION ISSUE GROUP FOUR</b>							
2.51	Fact sheets in English, Swahili and Chinese on forest laws	1,000	3.00	Fact sheet	3,000	1,935	
2.52	Law compliance pack	2,500	8.00	pack	20,000	12,903	

	Item	Quantity	Unit Cost	Unit Cost	Cost (US\$)	Cost (US€)	
2.53	Participatory Filming of forest crime drama	1	12,000.00	film production	12,000	7,742	
					<b>Sub-Total</b>	<b>35,000</b>	<b>22,581</b>
<b>2.6 PRODUCTION FOR ISSUE GROUP FIVE</b>							
<b>Message 2</b>							
2.61	Participatory filming of PFM success story	1	15,000.00	film production	15,000	9,677	
					<b>Sub-Total</b>	<b>15,000</b>	<b>9,677</b>
<b>2.7 PRODUCTION FOR ISSUE GROUP SIX</b>							
<b>Message 1</b>							
2.71	Information pack - sustainable harvesting for international trade	1,500	8.00	pack	12,000	7,742	
2.72	TV debate	2	1,000.00	tv programme	2,000	1,290	
<b>Message 2</b>							
2.73	Media coverage	4	1,000.00	media spots	4,000	2,581	
<b>Message 3</b>							
2.74	Shipping company timber trade information pack	500	8.00	pack	4,000	2,581	
					<b>Subtotal</b>	<b>22,000</b>	<b>14,194</b>
					<b>COMPONENT TOTAL</b>	<b>187,000</b>	<b>120,645</b>
<b>3.0 MAMA MISITU IMPLEMENTATION - DISTRICT AND VILLAGE LEVEL (Cost per District Cycle implemented by Partner)</b>							
<b>3.1 DISTRICT AND VILLAGE CAMPAIGN IMPLEMENTATION PROCESS</b>							
<b>Field Team</b>							
3.11	Campaign Community Resource Persons (Community Members)	4	350.00	person	1,400	903	
3.12	Field DSAs	90	30.00	day	2,700	1,742	
3.13	Transport - mileage	7,500	1.00	km	7,500	4,839	
<b>Scoping and presentation (district)</b>							
3.14	DSA for technical staff (30 x 5 days x 3 staff) – from district	15	30.00	day	450	290	
3.15	Allowances for 3 community members (30 x 5 days x 3 field resource persons)	15	30.00	day	450	290	
<b>Training (district)</b>							
3.16	Workshop costs	1	2,500.00	workshop	2,500	1,613	



	Item	Quantity	Unit Cost	Unit Cost	Cost (US\$)	Cost (US€)
3.17	Local consultant	3	350.00	day	1,050	677
	<b>Training (division)</b>					
3.18	Workshop costs	4	2,500.00	workshop	10,000	6,452
	<b>Other activities (district and division)</b>					
3.19	Drama groups - facilitation and support	1	2,500.00	Drama	2,500	1,613
3.20	Schools competition	1	7,500.00	District competition	7,500	4,839
3.21	Community Network Support (MJUMITA) - networking and follow-on advocacy activities specific to each district	1	10,000.00	Grant	10,000	6,452
	<b>Promotional Material</b>					
3.22	Promotional Material: Polo Shirts	200	9.00	polo-Shirt	1,800	1,161
3.23	Promotional Material: T Shirts	2,000	6.00	T-Shirt	12,000	7,742
3.24	Promotional Material: Caps	2,000	5.00	cap	10,000	6,452
3.25	Promotional Material: Khangas	10	200.00	khanga bail	2,000	1,290
				<b>Sub-Total</b>	<b>71,850</b>	<b>46,355</b>
<b>3.3 PRODUCTION ISSUE GROUP THREE</b>						
	<b>Message 1</b>					
3.31	Radio programme - roles / responsibilities / regs (20 min progs, on RFA and RTD)	1	4,000.00	radio production	4,000	2,581
3.32	Posters	500	7.50	poster printing	3,750	2,419
3.32	Posters and sign boards	100	45.00	sign-board construction	4,500	2,903
3.33	Straight forward Guide Booklets on District harvesting plans	1,000	5.00	booklet printing	5,000	3,226
	<b>Message 2</b>					
3.34	Promote harvesting guidelines - support to MJUMITA and District	1	3,500.00	district workshop	3,500	2,258
3.35	Posters	1,000	7.50	poster printing	7,500	4,839
				<b>Sub-Total</b>	<b>28,250</b>	<b>18,226</b>
<b>3.4 PRODUCTION ISSUE GROUP FOUR</b>						
3.41	Posters - forest crime	1,000	7.50	poster printing	7,500	4,839
3.42	Drama groups - facilitation and support	2,000	1.00	per district	2,000	1,290
3.43	Mobile film unit - film shows	20	100.00	day	2,000	1,290
				<b>Sub-Total</b>	<b>11,500</b>	<b>7,419</b>
<b>3.5 PRODUCTION ISSUE GROUP FIVE</b>						

	Item	Quantity	Unit Cost	Unit Cost	Cost (US\$)	Cost (US€)
	<b>Message 1</b>					
3.51	Drama groups - facilitation and support	20	200.00	per village	4,000	2,581
3.52	Cinema shows	20	100.00	per village	2,000	1,290
3.53	Posters - PFM success story	1,000	7.50	poster printing	7,500	4,839
3.54	Leaflets - PFM benefits	5,000	0.50	leaflets	2,500	1,613
				<b>Subtotal</b>	<b>16,000</b>	<b>10,323</b>
				PRE-TOTAL	127,600	82,323
3.60	Organisational overhead @ 10 per cent of budget				12,760	8,232
				<b>TOTAL</b>	<b>140,360</b>	<b>90,555</b>
	<b>TOTAL COST FOR 2 PILOT DISTRICTS</b>	<b>2</b>	<b>140,360.00</b>	<b>COMPONENT TOTAL</b>	<b>280,720</b>	<b>98,787</b>
<b>4.0 MAMA MONITORING AND EVALUATION</b>						
4.11	KAP Surveys (baseline)	1	20,000.00	survey	20,000	12,903
				<b>Sub-Total</b>	<b>20,000</b>	<b>12,903</b>
				<b>TOTAL</b>	<b>20,000</b>	<b>12,903</b>
<b>GRAND TOTAL</b>					<b>682,893</b>	<b>440,576</b>

## **6 PLANNING, MONITORING AND REPORTING**

The following plans and reports shall be provided during the Preparatory and Launch Phase:

- Interim audit on forest law enforcement and governance report
- Institutional mapping report
- Monthly progress reports
- Final Project Document
- Technical Advisor's summary report on the status of Mama Mitsu at the end of the preparatory and launch phase.

## ANNEXES

## A 1 INFORMATION ON THE PROJECT

Name and address of the organisation:	Tanzania Natural Resource Forum PO Box 15605, Arusha. Tanzania <a href="http://www.tnrf.org">http://www.tnrf.org</a>																														
Telephone:	+255 755 022267																														
Telex:	N/A																														
Director (person in charge):	Dr Andrew Williams																														
Telephone (Office):	+255 754 095517																														
Description of organisation:	<p>TNRF is a collective civil society-based initiative to improve natural resource management in Tanzania by addressing fundamental issues of natural resource governance. We view the quality and equity of governance as fundamentally determining how natural resources are managed and how they support the livelihoods of Tanzanians and the sustainable economic development of the country.</p> <p>TNRF convenes and facilitates 4 working groups (in different stages of development). The most advanced and active is the Tanzania Forest Working Group.</p>																														
Official status:	Registered NGO: No. 0640																														
Location:	Arusha																														
Number of members:	Over 618																														
Members abroad:	About 60																														
Number of employees:	We currently have 10 staff members, 4 support staff and are recruiting up to 3 new staff in the next 2-3 months (depending on funding).																														
Financing sources of the organisation:	<p><i>Received Jan 1 – Dec 30 2007</i></p> <table> <tr> <td>Karibu Tourism Trade Fair</td> <td>2,484,000.00</td> </tr> <tr> <td>NPA - Annual Grant</td> <td>35,000,000.00</td> </tr> <tr> <td>NPA - Surplus Grants</td> <td>10,304,799.80</td> </tr> <tr> <td>Bradley Fund for the Environment (BfE)</td> <td>37,260,000.00</td> </tr> <tr> <td>Ford Foundation</td> <td>67,717,980.00</td> </tr> <tr> <td>WWF-Tz (service fees)</td> <td>6,320,000.00</td> </tr> <tr> <td>Sigrid Rausing Trust</td> <td>36,527,020.95</td> </tr> <tr> <td>GTZ</td> <td>19,565,755.00</td> </tr> <tr> <td>UCRT (from BfE)</td> <td>40,980,800.00</td> </tr> <tr> <td>Sand County Foundation (service fees)</td> <td>10,141,230.75</td> </tr> <tr> <td>WCS</td> <td>37,950,000.00</td> </tr> <tr> <td>Danida (RLTF)</td> <td>24,003,375.00</td> </tr> <tr> <td>Danida (IFM)</td> <td>50,236,875.00</td> </tr> <tr> <td>Other</td> <td>5,899,411.97</td> </tr> <tr> <td><b>Total confirmed income 2007</b></td> <td><b>384,391,248.47</b></td> </tr> </table>	Karibu Tourism Trade Fair	2,484,000.00	NPA - Annual Grant	35,000,000.00	NPA - Surplus Grants	10,304,799.80	Bradley Fund for the Environment (BfE)	37,260,000.00	Ford Foundation	67,717,980.00	WWF-Tz (service fees)	6,320,000.00	Sigrid Rausing Trust	36,527,020.95	GTZ	19,565,755.00	UCRT (from BfE)	40,980,800.00	Sand County Foundation (service fees)	10,141,230.75	WCS	37,950,000.00	Danida (RLTF)	24,003,375.00	Danida (IFM)	50,236,875.00	Other	5,899,411.97	<b>Total confirmed income 2007</b>	<b>384,391,248.47</b>
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<p>Information about the organisation</p>	<p>Tanzania Natural Resource Forum (TNRF) is a collective civil society-based initiative to improve natural resource management in Tanzania by addressing fundamental issues of governance.</p> <ul style="list-style-type: none"> <li>- We view the quality and equity of governance as fundamentally determining how natural resources are managed and how they support the livelihoods of Tanzanians and the sustainable economic development of the country.</li> <li>- We work to improve accountability, transparency and local empowerment in natural resource management.</li> <li>- We bring 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.</li> </ul> <p>TNRF is a long term, innovative and adaptive process of advocacy and capacity-building, based on collaboration and collective interests.</p> <p><b><i>Our vision</i></b></p> <p>Our vision for improved natural resource management consists of five straightforward points:</p> <ul style="list-style-type: none"> <li>• <b><i>Governance</i></b> - more accountable and transparent governance institutions;</li> <li>• <b><i>Policy and law</i></b> - a responsive and better functioning policy and legal environment that enables sound management and fully supports local people's rights;</li> <li>• <b><i>Communities and rural livelihoods</i></b> - people who are empowered, skilled and accountable resource users and managers;</li> <li>• <b><i>Formal enterprise</i></b> - profitably operating through fair partnerships with rural people for better rural livelihoods and sustained local and national development;</li> <li>• <b><i>Landscapes</i></b> - that are well managed ecosystems which generate sustainable services and values needed by a diverse range of people and interests.</li> </ul> <p><b><i>... and Achieving It</i></b></p> <p>We are working towards this vision by:</p> <ul style="list-style-type: none"> <li>• <b><i>Increasing the flow of information</i></b> - in as many ways as TNRF's diverse membership finds most useful and effective. We hold meetings and seminars, we use the internet, we develop straightforward language guides, and soon we will be working on developing novel forms of communication to reach remote rural communities. Information is key for bringing about change;</li> </ul> <p>And so is:</p> <ul style="list-style-type: none"> <li>• <b><i>Facilitating collective action</i></b> - through TNRF's support of working groups. Members see the need to come together of their own accord to work on key issues that affect the way they are able to use, manage and conserve natural resources. Working groups collaboratively develop rounded and innovative solutions for better natural resource management, drawing on their local knowledge and the latest developments globally. And then we need to ensure we are:</li> </ul> <ul style="list-style-type: none"> <li>• <b><i>Being effective advocates</i></b> - in compellingly communicating our ideas and solutions to government. TNRF is building open, non-partisan and professional links with government and parliament. Very often they need our support, and we need theirs. Without government support</li> </ul>
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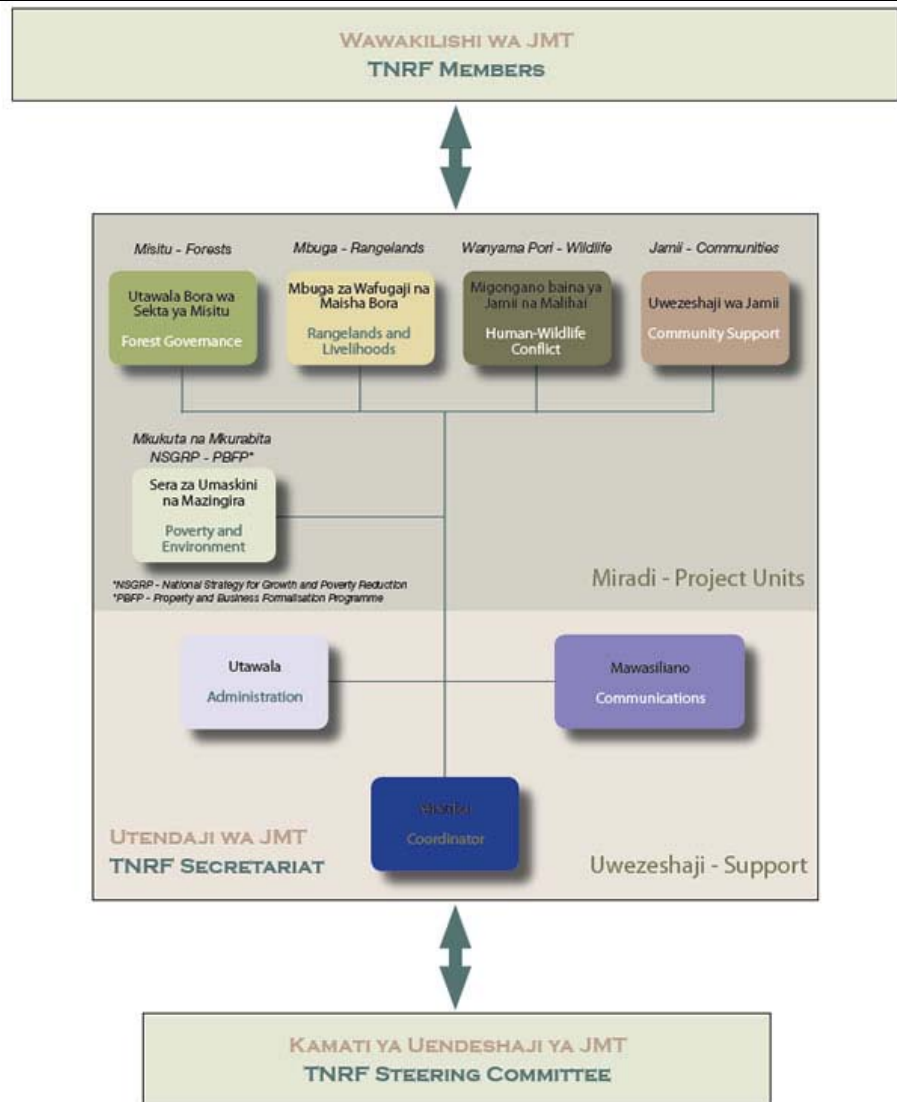
	and better governance, we simply won't succeed in realising our vision.
Brief description of current year programme and sources of funds	<p>TNRF is funded by the following organisations: Norwegian People's Aid, the Ford Foundation, Bradley Fund for the Environment, Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ), the Sigrid Rausing Trust, Wildlife Conservation Society (AHEAD Programme), Karibu Tourism Trade Fair, and DanIDA.</p> <ul style="list-style-type: none"> <li>▪ <b>Forest Working Group</b> – hosted and facilitated by TNRF, the group has been active and vibrant. <ul style="list-style-type: none"> <li>○ Following the release of the TRAFFIC Illegal Logging report, TNRF facilitated the development of 'Mama Mimitu', a comprehensive Forest Governance Communications and Advocacy proposal which is currently under consideration by a number of donors for funding. The development of the proposal was a very collaborative bringing on board 13 partners as well as representatives from some key districts and the participation of the Forest and Beekeeping Division;</li> <li>○ TNRF developed a Policy Briefing on Illegal logging in collaboration with the Policy Forum and TRAFFIC for a breakfast debate;</li> <li>○ In collaboration with TRAFFIC and WWF, TNRF briefed the Parliamentary Finance and Planning Committee and the Natural Resources and Environment Committee on the report. It is understood that as a result of these briefings led to the Ministry of Natural Resource and Tourism's budget being returned for review.</li> </ul> </li> <li>▪ <b>Rangelands and Livelihoods Task Force</b> – TNRF has attracted funding for a major investigation into rangelands policy making and implementation in Tanzania. Working collaboratively with CORDS and IIED-Reconcile and the Wildlife Conservation Society AHEAD Programme, five consultants are completing a study on key constitutional, legal, socio-political and economic aspects underpinning rangeland policy development and implementation. It is anticipated that this investigation will provide an incisive set of recommendations, information and agenda for the focus for the RLTF.</li> <li>▪ <b>Community-forums</b> – TNRF launched this new initiative this year to begin to reach-out to northern Tanzanian communities in order to develop an advocacy network and platform for land and natural resource rights. Working closely with Ujamaa Community Resource Trust, community forums have been launched in Simanjiro and Longido Districts, and logistical support is being provided to the Ngorongoro forum. The community forums in these predominantly Maasai districts are based on the l'aiguenak customary leadership institutions. This is a purposeful effort to strengthen an existing institution that could provide a strong basis for a more accountable, robust and legitimate advocacy platform.</li> <li>▪ <b>Community-based Tourism</b> – TNRF collaborated with the Karibu Tourism Travel Fair and 20 organisations and private sector</li> </ul>

companies to hold a two day workshop on community-based tourism in Tanzania. The idea was to use the workshop as means to raising awareness and discussion about ethical tourism (i.e. socially and environmentally responsible business practices) and subsequently launch a community-based tourism working group to pilot this initiative. The workshop was well attended (over 100 people attended the second day) and there was an overwhelmingly positive response to taking this initiative forward. TNRF has now developed funding proposals and is approaching leading private sector companies to form and fund the group. The concept is that the community forums will then represent village interests, and be provided with the training and knowledge required to engage with the CBT working group (also receiving improved information) in developing best practices for community-based tourism – both in terms of on-the-ground developments, and policy advocacy.

- **Human and wildlife conflict** – TNRF has received funding for developing a human-wildlife conflict working group. The thinking behind this initiative is to develop a group that is able to develop best practices for addressing an increasingly critical problem. A key underlying objective is to begin to engage with wildlife governance issues, using human-wildlife conflict as an entry point to engaging with the Wildlife Division and Ministry.
- **Parliamentary relationship building** – as described above, TNRF continued its relations with Parliament. It is anticipated that once we have recruited sufficient staff, and as a result of the outputs of TNRF’s working groups, engagement with Parliament will increase to a more consistent and higher level.
- **Institutional development** – TNRF has improved its organisational management and administration. TNRF held its first annual general meeting, produced its first annual general report and has just launched a new website. TNRF now implements an accounting system that is able to track and monitor in real time multiple budget lines and donor accounts electronically, with a full paper trail. The accounts process is monitored and supervised by a full CPA-qualified accountant and they are audited by a certified auditor who is a member of AGN International (<http://www.agn.org/>).
- **Institutional relationships** - TNRF has continued to develop its strong partnerships, developing three collaborative funding proposals for its forestry, rangelands and community-based tourism working groups. In addition, TNRF continues to strengthen its relationship with government. It is now a member of the National Forest and Beekeeping SWAP Committee, and has a representative on the National Environmental Review Committee. Finally TNRF has received several review and evaluation missions and hosted student visits.
- **General Meetings** – after a hiatus due to staff shortages, TNRF has re-launched its bi-monthly meetings, and these are now focussed around thematic issues. In addition TNRF will launch similar meetings in Dar es Salaam through its partners.

Looking to the future, in the next six months TNRF will look to complete its human resource recruitment, consolidate the programmes of its new working groups, and develop its member communications through completing and beginning to implement its communications strategy. This will include much more frequent and regular policy briefs and engagement with government. In addition, TNRF will work hard to further diversify its funding-partners and achieve independent funding for the increasingly successful Forestry Working Group. TNRF will also seek funding for new initiatives that it is proposing and we look forward to sharing these with our funding partners in the coming months.

Organisational structure





Names of the person in charge of the project , project staff and their contact information	<p>Senior Programme Officer: Cassian Sianga <a href="mailto:c.sianga@tnrf.org">c.sianga@tnrf.org</a> +255 756 960496</p> <p>Mama Mitsu Coordinator: Rehema Mtingwa <a href="mailto:r.mtingwa@tnrf.org">r.mtingwa@tnrf.org</a> +255 784 605479</p> <p>Mama Mitsu Technical Advisor: Nike Doggart <a href="mailto:ndoggart@tfcg.or.tz">ndoggart@tfcg.or.tz</a> +255 754 380609</p> <p>TNRF Coordinator: Andrew Williams <a href="mailto:a.williams@tnrf.org">a.williams@tnrf.org</a> +255 754 095517</p>
Information on the way of payment of the grant: name of the bank, address and the account number.	<p>Beneficiary name: <b>Tanzania Natural Resources Forum</b></p> <p>Beneficiary US account number: <b>8003250</b></p> <p>Beneficiary Euro account number: <b>8006411</b></p> <p>Beneficiary Bank name: <b>Barclays Bank Tanzania Limited, P.O. Box 14652, Arusha, Tanzania</b></p> <p>Beneficiary Bank SWIFT code: <b>BARCTZTZ</b></p>

**A 2 LOGICAL FRAMEWORK MATRIX**

Descriptor	Measurable Indicators	Means of Verification	Important Assumptions
<p><b>Goal:</b> The realisation of the equitable, sustainable and transparent management of Tanzania’s natural resources;</p>			
<p><b>Purpose:</b></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><b>Preparatory and Launch Phase - Outputs:</b></p>			
<p>1. Audit carried out of the status of governance and forest management in relation to the focus of ‘Mama Mimitu’</p>	<ul style="list-style-type: none"> <li>▪ Report on developments in the forest sector and actions taken by government and other stakeholders to combat illegal logging and improve governance;</li> <li>▪ Institutional map of forest stakeholders in project area</li> </ul>	<ul style="list-style-type: none"> <li>▪ Audit document</li> <li>▪ Mapping document</li> </ul>	<ul style="list-style-type: none"> <li>▪ Forest stakeholders agree to provide the information required;</li> <li>▪ Forest stakeholders supply the information in a timely manner.</li> </ul>
<p>2. Project document finalised through</p>	<ul style="list-style-type: none"> <li>▪ Final project document</li> </ul>	<ul style="list-style-type: none"> <li>▪ Final project document</li> </ul>	<ul style="list-style-type: none"> <li>▪ Staff recruitment proceeds according to</li> </ul>

Descriptor	Measurable Indicators	Means of Verification	Important Assumptions
detailed planning	<ul style="list-style-type: none"> <li>▪ Minutes of TFWG approving final project document</li> </ul>		schedule.
3. Project implementation unit set up and functioning	<ul style="list-style-type: none"> <li>▪ Mama Misitu staff recruited and trained</li> <li>▪ PIU administration and financial systems and procedures in place</li> <li>▪ PIU interim work plan developed and implemented.</li> </ul>	<ul style="list-style-type: none"> <li>▪ PIU in place</li> <li>▪ Administration and financial reports</li> <li>▪ Work plan and reports</li> </ul>	<ul style="list-style-type: none"> <li>▪ TNRF Secretariat and TFCG staff is able to set aside sufficient time to support this.</li> </ul>
4. Campaign launched ready for full implementation;	<ul style="list-style-type: none"> <li>▪ Media materials prepared and put into the public domain</li> <li>▪ Policy briefs developed, printed and disseminated.</li> <li>▪ Launch ceremony carried out.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Campaign materials</li> <li>▪ Contractual documents</li> <li>▪ Policy briefs</li> <li>▪ Dissemination list</li> <li>▪ Launch ceremony pictures</li> <li>▪ Launch ceremony records</li> </ul>	<ul style="list-style-type: none"> <li>▪ Director of Forestry and Beekeeping agrees and cooperates with the implementation of the campaign</li> <li>▪ Appropriate participants and key speakers are available and participate in launch</li> <li>▪ Continuation funding available in time for post-launch implementation.</li> </ul>
<b>Implementation Phase - Outputs:</b>			
1. Increased stakeholder awareness about the economic value of forests and the need for improved forest governance;	<ul style="list-style-type: none"> <li>▪ Key national stakeholders are aware of the contents of the TRAFFIC report.</li> <li>▪ Forest governance is on the agenda of GoT &amp; the donor community.</li> <li>▪ Increased participation of MoF &amp; MoP in forestry sector.</li> <li>▪ Key local stakeholders in</li> </ul>	<ul style="list-style-type: none"> <li>• Time given to forestry sector governance, assessed through interviews with key civil servants.</li> <li>• Media coverage quantified.</li> <li>• Six districts have action plans to address shortfalls in</li> </ul>	<ul style="list-style-type: none"> <li>• There is the possibility that all foresters will be perceived as being corrupt, thus undermining their ability to fulfil their jobs.</li> <li>• There is a chance that the GoT will feel threatened and becomes unreceptive to communications.</li> <li>• The potential revenue levels that are communicated to the Min. Finance, LGAs &amp;</li> </ul>

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

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

Descriptor	Measurable Indicators	Means of Verification	Important Assumptions
	<p>PFM, understanding that it is more beneficial than a logging boom-bust cycle.</p> <ul style="list-style-type: none"> <li>▪ MNRT and local governments sign PFM agreements</li> </ul>	<p>of obtaining PFM.</p>	
<p>6. Stakeholder awareness about the need to increase timber export standards improved.</p>	<ul style="list-style-type: none"> <li>▪ High level institutions better understand the value of sustainably and ethically obtained timber, and timber produce.</li> <li>▪ Pre-export value addition is happening, increasing revenue to Tanzania.</li> </ul>	<ul style="list-style-type: none"> <li>• 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.</li> </ul>	<ul style="list-style-type: none"> <li>• 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).</li> <li>• International campaign could damage all timber trade from Tz and undermine MKUKUTA – this is not desirable.</li> </ul>

## A 3 PROJECT TIME-FRAME

ACTIVITY	QTR1			QTR2			QTR3			QTR4		
	1	2	3	4	5	6	7	8	9	10	11	12
<b>Staff recruitment and PIU setup</b>												
<b>Campaign materials review and development</b>												
<b>ISSUE GROUP 1</b>												
<b>Issue 1, message 1</b> Working groups												
<b>Issue 1, message 1 &amp; 2</b> Cabinet brief												
Consultation meeting (x 4)												
Media consultation meeting (x 13)												
<b>Issue 1, message 3</b> Law compliance pack												
Law media coverage												
<b>ISSUE GROUP 2</b>												
<b>Issue 2, message 1</b> Briefing documents produced & delivery in person + media												
<b>ISSUE 3</b>												
<b>Issue 3, message 1 &amp; 2</b> Radio programme - roles / responsibilities / regs												
Posters & booklets												
<b>Issue 3, message 2 &amp; 3</b> National guidelines (harvesting)												
Posters												
Guidelines on to FBD website												
<b>Issue 3, message 1, 2 &amp; 3</b> Hard materials delivered to field (6 regions)												
<b>ISSUE GROUP 4</b>												
<b>Issue 4, message 1 &amp; 2</b> Radio play (8 programmes) - forest crime												
Filming & showing - forest crime drama												
Posters - forest crime												
<b>ISSUE GROUP 5</b>												
<b>Message 1</b> Filming & showing - PFM success story												
Posters - PFM success story												
Leaflets - PFM benefits												
<b>Message 2</b> Stakeholder meeting (40 attendees)												
Transport (for campaign staff)												
<b>ISSUE GROUP 6</b>												
<b>Message 1</b> Information pack - sustainable harvesting for Int. trade												
TV debate												
<b>Message 2</b> Media coverage												
<b>Message 3</b> Shipping company timber trade information pack												
<b>MONITORING &amp; EVALUATION</b>												
KAP survey – baseline												

## A 4 JOB DESCRIPTIONS

### A 4.1 Communications and Campaign Director

#### Responsibilities:

The Campaign Manger will provide overall coordination and management of the initiative including:

- Liaison and project inception with the initiative's partners
- Liaison and project inception with government and development partners
- Campaign development and management:
  - Overall implementation of the campaign including the nature and timing of content according to the project document;
  - Proper management of contractors;
  - Facilitation and coordination of implementing Partners;
- Proper administration of the Project Implementation Unit (PIU) including reporting, procurement and office management;
- Recruitment of a support team in consultation with their line manager, *Mama Misitu* Technical Advisor and TNRF Coordinator.
- Financial management and accountability including implementation of TNRF's financial procedures.

#### Qualifications:

TNRF is looking for a hard working and exceptional professional who has the following qualities and skills:

- A highly articulate and innovative communicator with excellent interpersonal skills;
- A sound track record of rural extension and communications practice;
- Strong experience in developing and rolling out effective communications programmes;
- A successful track record in working with government institutions and programmes;
- A proficient understanding of environmental, natural resource management and governance issues;
- Advanced writing and speaking skills in both Swahili and English;
- Experience in desktop/graphic design and/or film and/or radio production, and/or theatre and/or publication content development would be an asset;
- A self-starter willing to take initiative, be self-evaluative and learn quickly;
- Excellent organizational, team leadership and time management skills;

**Reporting to:** (i) TFWG Coordinator for administration and financial issues

(ii) *Mama Misitu* Steering Committee for campaign strategy, content and timing issues

**Liaising with:** (i) *Mama Misitu* Technical Advisor

(ii) *Mama Misitu* Campaign Field Manager

(iii) TNRF Coordinator



## A 4.2 Campaign Field Manager

### Responsibilities:

The Campaign Field Manager will provide overall coordination and management of the initiative in the field including:

- Financial management and accountability including implementation of TNRF's financial procedures in the field.
- Coordinating the implementation of project field components according to the project document and quarterly implementation plans.
- Acting as the Mama Misitu focal point for field coordination with representatives of local government and district authorities in the operational area;
- Establishing and maintaining effective coordination with community leaders and forest user groups, community-based and other local organizations;
- Implementation of the campaign in selected districts in coordination with implementing partners;
- Liaising with and providing management oversight to all programming and operations at the field level including those carried out with Mama Misitu members.
- Providing technical inputs into Mama Misitu's strategy and activity planning as well as monitoring and evaluation
- Recruitment of field staff in collaboration with the Communications and Campaign Manager.

### Qualifications:

TNRF is looking for a hard working and exceptional professional who has the following qualities and skills:

- An articulate and innovative communicator with excellent interpersonal skills;
- A professional forester, with extensive knowledge and experience of participatory forest management, and forest law enforcement and governance;
- A successful track record in working with government institutions and programmes;
- Experience in working with drama and audio-visual extension approaches would be a strong advantage
- Good computer competency with word processing and spreadsheets.
- Advanced writing and speaking skills in both Swahili and English;
- A self-starter willing to take initiative, be self-evaluative and adapt;
- Excellent organizational, team leadership and time management skills;

**Reporting to:** (i) TFWG Coordinator for administration and financial issues  
(ii) *Mama Misitu* Steering Committee for campaign strategy, content and timing issues

**Liaising with:** (i) *Mama Misitu* Campaign and Communications Director  
(ii) *Mama Misitu* Technical Advisor  
(iii) TNRF Coordinator

### A 4.3 Technical Advisor

**Responsibilities:**

The Technical Advisor will provide advice on the overall coordination and management of the initiative including:

- Liaison and project inception with the initiative's partners
- Liaison and project inception with government and development partners
- Campaign development and management:
  - Overall implementation of the campaign including the nature and timing of content according to the project document;
  - Proper management of contractors;
  - Facilitation and coordination of implementing Partners;

**Qualifications:**

TNRF is looking for a hard working and exceptional professional who has the following qualities and skills:

- An advanced and proven track record in the provision of technical advice including;
- A sound track record of rural extension and communications practice;
- Strong experience in developing and rolling out effective communications programmes;
- A successful track record in working with government institutions and programmes;
- A proficient understanding of environmental, natural resource management and governance issues;
- Experience in desktop/graphic design and/or film and/or radio production, and/or theatre and/or publication content development would be an asset;
- Excellent organizational, team leadership and time management skills;

**Reporting to:** (i) *Mama Misitu* Steering Committee for campaign strategy, content and timing issues

**Liaising with:** (i) TFWG Coordinator  
 (ii) *Mama Misitu* Campaign and Communications Director  
 (iii) *Mama Misitu* Campaign and Field Manager  
 (iv) TNRF Coordinator

## **A 5 PROJECT STAKEHOLDERS**

### **A 5.1 Local government authorities**

Local government authorities (including forest officers) in the following regions:

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

### **A 5.2 Forest and Beekeeping Division**

The Forestry and Beekeeping Division is one of five divisions within the Ministry of Natural Resources and Tourism and has overall responsibility for the management of the forestry and beekeeping sectors on mainland Tanzania.

The overall goal of the Forest and Beekeeping Policies are to enhance the contribution of the forest and beekeeping sectors to the sustainable development of Tanzania and the conservation and management of her natural resources for the benefit of present and future generations.

The implementation of the above policies is guided by the National Forestry and Beekeeping Programme (NBKP), 2001 - 2010. This provides a strategic framework and co-ordination mechanism for the integration and harmonisation of forest and beekeeping activities at local, district, regional and national levels

### **A 5.3 Village communities and forest users**

Village communities and forest users in the following regions:

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

### **A 5.4 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.

### **A 5.5 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 5.6 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.

### **A 5.7 ICRAF (World Agroforestry Centre)**

Operating in Tanzania since 1986, the Southern Africa Programme of the World Agroforestry Centre has the following vision: An Agroforestry transformation in the developing world - a massive increase in the use of working trees on working landscapes by smallholder rural households that helps ensure security in food, nutrition, health, fodder, shelter, income and a regenerated environment.

### **A 5.8 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.

### **A 5.9 Mpingo Conservation Project**

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 5.10 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 5.11 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 , Mtowango & Lwanjiro). TAF also participates in conservation activities in collaboration with individuals, Government, Local community, Institution & Other NGOs.

### **A 5.12 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.

### **A 5.13 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.

### **A 5.14 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.

#### **A 5.15 Wildlife Conservation Society of Tanzania (WCST)**

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.

#### **A 5.16 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.

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