



TANZANIA FORESTRY WORKING GROUP

STRATEGY 2012 - 2016

Developed by TFWG

Convened by Tanzania Natural Resource Forum

ACRONYMS AND ABBREVIATIONS

CBNRM	Community Based Natural Resource Management
CSOs	Civil Society Organizations
FBD	Forestry and Beekeeping Department
FGLG	Forestry Governance Learning Group
MMC	Mama Mimitu Campaign
REDD	Reducing Emission from Deforestation and Forest Degradation
TFS	Tanzania Forest Service
TFWG	Tanzania Forestry Working Group
TNRF	Tanzania Natural Resource Forum

1.0 INTRODUCTION

1.1 OVERVIEW OF THE TFWG AND RATIONALE FOR THE STRATEGY

The Tanzania Forestry Working Group (TFWG) was formed in August 2005 in order to coordinate advocacy initiatives and raise awareness on critical issues in the forestry sector. Hosted and coordinated by Tanzania Natural Resource Forum (TNRF), the overall goal of the group has been to bring together a vibrant and effective coalition of non-state actors – organizations and individuals - working to improve forest governance in Tanzania. Through awareness raising and advocacy, the group aims to help hold government as well as non-state institutions accountable and help provide appropriate support for these institutions to better manage forestry resources.

Since inception, TFWG has been instrumental in a number of initiatives in Tanzania including the set up of a five year Mama Misitu Campaign (MMC), which aim to improve forest governance in the country; and contributions to development of country's policies on forestry related issues. Members of the TFWG have been meeting regularly to discuss issues in forestry governance and to respond to emerging problems and opportunities. These problems and opportunities have evolved since 2005 – those that are particularly pressing over the next few years include:

- REDD+ has become an experimental reality at both national and local levels and many REDD+ policies and initiatives have either been developed or are being developed
- Significant institutional changes for forest governance has taken place, in particular with the formation of the government's Tanzania Forest Service (TFS) which replaced the Forestry and Beekeeping Department (FBD)
- On-going constitutional review in Tanzania presents new opportunities for improving forest governance
- Land rights and investment have emerged as major concerns, with plantation forestry, biofuel feedstock plantations and other agribusiness investments becoming increasingly controversial
- Timber production and trade remains a major issue, with evidence continuing to reveal illegal and corrupt practice in the domestic market, and with increasing recognition that complex trans-national market chains also need to be tackled with the help of international cooperation e.g. through Forest Law Enforcement, Governance and Trade (FLEGT) initiatives
- More vibrant and strengthened civil society especially on natural resource governance

These problems and opportunities in the forestry sector demand more strategic and effective engagement of TFWG, and strategies are needed to ensure that TFWG contributes as effectively as possible for good forestry practice and governance. Internally also TFWG continues to face several challenges, including:

- Internal operations of the group
- Relationships TFWG has with other related groups need clarifying and strengthening
- Coordination amongst group members in shaping and responding to on-going and emerging issues in the forest sector needs to be more effective and efficient

TFWG has thus developed this strategy to help ensure it engages with local, national and international processes and initiatives with clear, agreed and well-coordinated direction and action.

1.2 DEVELOPMENT OF THE STRATEGY

This strategy is an outcome of TFWG meetings held in 2012. At the meetings, members decided that there was a need to more clearly define the group's roles, membership, and relations with other initiatives. Members also identified the need for improved means to engage with each other to implement the vision and mission of TFWG as well as address emerging issues of shared interest and concern. TNRF offered to continue to support the TFWG to achieve this potential, and invest in providing a coordinating role for the group. Group members also committed to join with TNRF in securing funds and support for TFWG so that it can scale up to increase its effectiveness as a vibrant coalition of organisations and individuals. It was recognised that a clear strategy for the coming period will likely enhance the ability of TFWG to secure such funding and support. It is thus hoped that the strategy laid out below will result in a more efficient and effective TFWG.

2.0 THE STRATEGY (2012-2016)¹

2.1. VISION

TFWG aspires to help achieve improved governance of the forest sector leading to equitable and sustainable forest management in Tanzania

2.2. MISSION

TFWG provides a dialogue platform for:

- Sharing information and knowledge on matters related to the forestry sector in Tanzania, and
- Advocating for improved governance of forests through better practice and effective policies, laws and programs

2.3 APPROACH

TFWG is a network made up of individuals and organisations sharing a common purpose. TFWG brings together members, often with some of their partners and other actors to:

- Share ideas, build knowledge and facilitate lesson-learning opportunities on forestry and forest issues
- Strengthen skills and capacity for effective and well-coordinated advocacy efforts
- Identify key issues for collaborative action

Wherever possible, TFWG members take up and roll out lessons, capacity and actions developed by the group in their own individual or organisations' work and engagement with forestry related matters.

2.4. MAIN AREAS OF ACTION

¹ This strategy timeframe is inline with TNRF strategy which runs from 2012 to 2016 (see <http://www.tnrf.org/files/Strategy.pdf>)

TFWG's main areas of action include:

1. *Focused dialogue*: Facilitating regular member meetings focused on clear agendas for sharing specific information and developing strong strategies for advocacy.
2. *Forest Governance Learning Group (FGLG)*: Enabling particular attention to forest governance lesson-learning and tactical policy influence, links to private sector and government actors, and connection with international forums on forest and land use governance and justice.²
3. *Community Based Natural Resource Management*: Strengthening analysis and action in the forest sector to grasp the opportunities of CBNRM.
4. *Mama Misitu Campaign*: Drawing lessons, testimonies and challenges from timber trade and forest management practices on the ground for advocacy at national levels and as learning opportunities for members.
5. *REDD+*: Sharing experience from REDD+ pilot projects and national strategy and developing joint positions and strategies to help improve REDD process in the country.
6. *Resource development*: Securing adequate resources (financial, material and staff capacity) for growth and sustainability to implement this strategy.

2.5 WAYS OF WORKING AND ANNUAL PLAN.

TFWG emphasises the following methods and ways of working in its main areas of action:

- Facilitating groups, round tables, events and meetings to build a knowledge base about specific forest governance issues
- Connecting local, national, regional and international levels in gathering and sharing information
- Providing relevant and timely updates on forestry issues
- Working amongst members on projects and programs to improve forest governance
- Identifying and carrying out/commissioning action research to fill gaps in knowledge required for evidence-based advocacy
- Responding to emerging issues to enable effective advocacy toward achieving objectives
- Analysing the context for advocacy to identify entry points and allies
- Communicating issues related to forestry governance
- Profiling events and TFWG

² Forest Governance Learning Group (FGLG) is hosted in Tanzania by TNRF. FGLG is an informal alliance of in-country groups and international partners currently active in eight African and three Asian countries (<http://www.iied.org/forest-governance-learning-group>)

Each year, the TFWG develops a plan of activities to implement the Strategy. The current plan of activities is available from TNRF on request. TNRF convenes the group and facilitates this planning process.

3. MEMBERSHIP AND ORGANIZATIONAL ARRANGEMENTS

3.1 CRITERIA AND ROLES FOR MEMBERSHIP

Group membership is guided by strategic areas for engagement (such as, MMC, FGLG, CBNRM, REDD etc.) or emerging issues of relevance to the group. Membership of TFWG will **not** be obligatory or registered, but will be driven by issues or matters that require attention from the members engaged.

The following areas for engagement draw members to TFWG:

- Core membership is made up of CSOs that subscribe to and support the long term objective of the TFWG
- Relationship to projects and strategic areas for engagement as based on the specific areas of interest and competency of the members concerned (MMC, REDD, CBNRM, FGLG etc.)
- Membership to TFWG is also eligible for government officials, private sector, development partners and others who agree with the mission of TFWG

TFWG members are expected to share and practice the following core values:

- *Equity and gender awareness*
- *Responsiveness to members, partners and emerging issues*
- *Accountability (downward, up-ward and lateral) and integrity*
- *Participation of stakeholders in decision-making*

3.2 ORGANIZATIONAL ARRANGEMENTS FOR TFWG

TNRF provides the institutional home for the TFWG as well as supporting the group with several key services:

1. Coordination and planning support to TFWG
2. Part time officer who is dedicated to support the TFWG according to TOR developed by TFWG
3. Communications support provided through TNRF Communications department

If the TFWG as a whole, or certain of its members, take an advocacy position on a specific issue, each organisation supporting that position will append its logo (as signature) and the position (e.g. a letter of appeal) will be submitted on behalf of the TFWG by TNRF.

TNRF, through the dedicated TFWG officer, will provide the TFWG with financial reports (where funding is involved), as well as with semi-annual and annual reports. The results of TFWG activities and engagement will be reported in the TNRF Annual and Semi-annual reports. These results and engagements will also be reported by TNRF through Outcome Monitoring Reports.

5. IMPLEMENTING THE STRATEGY

4.1 PRINCIPLES OF OPERATION

The annual plan of activities to implement this strategy will exhibit the following principles of operation:

1. TFWG will meet four times a year to review and monitor activities, sharing lessons, discuss emerging issues and determine activities for the next period
2. Track progress of development and changes in policies related to forest governance
3. Ensure the group maintains and continues to develop relations with the government
4. Establish a relationship with relevant parliamentary committees through existing initiatives such as MMC and TNRF engagement with the parliamentary committee
5. Continue to engage strongly with civil society, and increase engagement with the private sector, to build awareness of the need for improved forest governance and improved capacity
6. Engage with emerging and crosscutting issues such as land rights and investment and constitutional review processes

4.2 COMMUNICATIONS

All updates from the TFWG will be shared through the Forestry Weekly e-news and quarterly newsletters produced by TNRF. The newsletters will be shared through the group mailing list managed and maintained by TNRF.

4.3 HUMAN RESOURCES

The group will be coordinated and convened by the TFWG Coordinator housed at TNRF. In order to maintain innovation and quality of work for the group, the coordinator will be guided by Terms of Reference developed and reviewed periodically by TFWG; and TNRF's core competencies for staff – communication, integrity, working with others, flexibility and self-development. TNRF strategy does also recognize the need for capacity building of its staff. TNRF will make sure that TWFG coordinator receives trainings as per the demand and funding availability.

4.4 MONITORING AND EVALUATION

The strategy will be reviewed after every two years during the implementation period in order to maintain nature, scope, effectiveness and direction of the strategies and approaches that TFWG undertakes. Over the implementation period the strategy will be guided by annual operational plans to be reviewed on quarterly basis. TNRF will complement the review process by using the Outcome Monitoring approach to ensure that best practices and lessons learnt are extracted and properly documented and are used in the learning process for TFWG. The lessons and best practices will be shared with the TFWG on a regular basis for feedback and improving TFWG strategies.

