



Tanzania
Forest
Conservation
Group

STRATEGIC PLAN

2018 - 2022



MESSAGE FROM THE TFCG COMMITTEE CHAIRPERSON AND TFCG EXECUTIVE DIRECTOR

It is 40 years since the idea for a working group on Tanzania's forests first came to light at the fourth East African Wildlife Symposium in Arusha, in 1978. Delegates at the international symposium unanimously approved a motion calling for 'the formation of a group of interested persons to form a working group to stimulate conservation and research activities within the natural forests of Tanzania.' Since then, TFCG has grown steadily with early successes in advocating for the gazettelement of the Udzungwa Mountains National Park in 1992 and pioneering work in establishing participatory forest management across the Eastern Arc Mountain and Coastal Forests.

The impact of TFCG's work over the last 5 years is summarised in this document. Achievements include the establishment of 2,064 km² of new protected areas and improved management effectiveness for the habitat of 41% of the Eastern Arc Mountains' endemic vertebrate species. TFCG has improved the livelihoods of women and men in > 100 villages, including providing training to > 10,000 people in microfinance, agriculture and forest-based enterprises. TFCG has raised awareness on the values that forests generate for Tanzania; and has advocated successfully for greater recognition of community rights to manage village forests.

The achievements of the last 5 years have been made possible through the support of our donors and partners. We are extremely grateful to all those who have supported our work. Directly and indirectly these include the Governments and citizens of Switzerland, Norway, the United Republic of Tanzania, Finland, Denmark, Italy, the European Union, the United Kingdom, the United States of America, the Netherlands and the Irish Republic. We are also grateful to the foundations and corporations that have generously supported our work including the African Rainforest Conservancy, the African Rainforest Trust, the Miranda Trust, the Newman's Own Foundation, the Critical Ecosystem Partnership Fund,

the United Nations Development Programme, Vital Signs, the Danish Outdoor Council, the United Bank of Carbon, the McKnight Foundation, WWF, ONGAWA, Unilever, Songas Ltd and the Tusk Trust.

This strategic plan aims to guide and inspire TFCG towards achieving its mission over the next 5 years. TFCG is committed to working with integrity; promoting gender equality; and to evidence-based decision-making and action. With this plan, we also strive to motivate and encourage others to support our mission and work. Achieving our mission requires investment and multi-stakeholder collaboration. Cooperation and partnership are values that are central to this plan, including cooperation with the communities where we work; with our Central and Local government partners; as well as with the global community concerned with the fate of Tropical Forests, biodiversity, rural poverty and climate change.

We would like to sincerely thank all those who have participated in the development of this plan. The TFCG 2018 / 22 strategic plan is the culmination of the reflections, analysis and vision of many women and men. These include Members of the TFCG Committee, TFCG Staff and stakeholders consulted during the formulation of the strategic plan. In particular, we thank the community members and Government representatives, including from the Tanzania Forest Services Agency, who have contributed to the plan and Mr Peter Sumbi for facilitating its development.



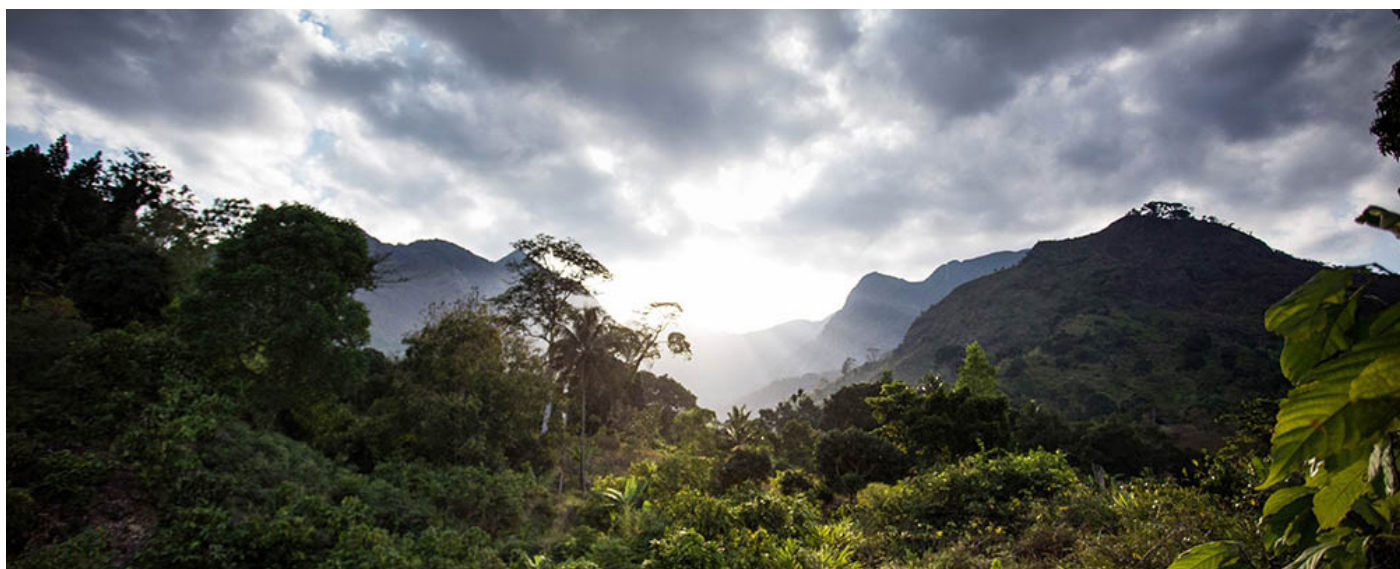
John Salehe
Chairperson



Charles Meshack
Executive Director



**Tanzania
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ACRONYMS

CBFM	Community Based Forest Management	PFM	Participatory Forest Management
CF	Coastal Forest	REDD	Reducing Emissions from Deforestation and forest Degradation
CCM	Chama Cha Mapinduzi	TFCG	Tanzania Forest Conservation Group
EAM	Eastern Arc Mountain	TFS	Tanzania Forest Services Agency
GCCA	Global Climate Change Alliance	TTCS	Transforming Tanzania's Charcoal Sector project
Ha	Hectares	URT	United Republic of Tanzania
IGA	Income Generating Activity	VLFR	Village Land Forest Reserve
JFM	Joint Forest Management	VLUP	Village Land Use Plan
METT	Management Effectiveness Tracking Tool	WWF	Worldwide Fund for Nature
NGO	Non-Governmental Organisation		

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1 | INTRODUCTION

This strategic plan sets out TFCG's priority goals and actions for the period 2018 - 2022. The plan provides a 5-year road map for TFCG in the pursuit of the organisation's mission and vision. This is TFCG's third 5-year strategic plan.

TFCG'S MISSION

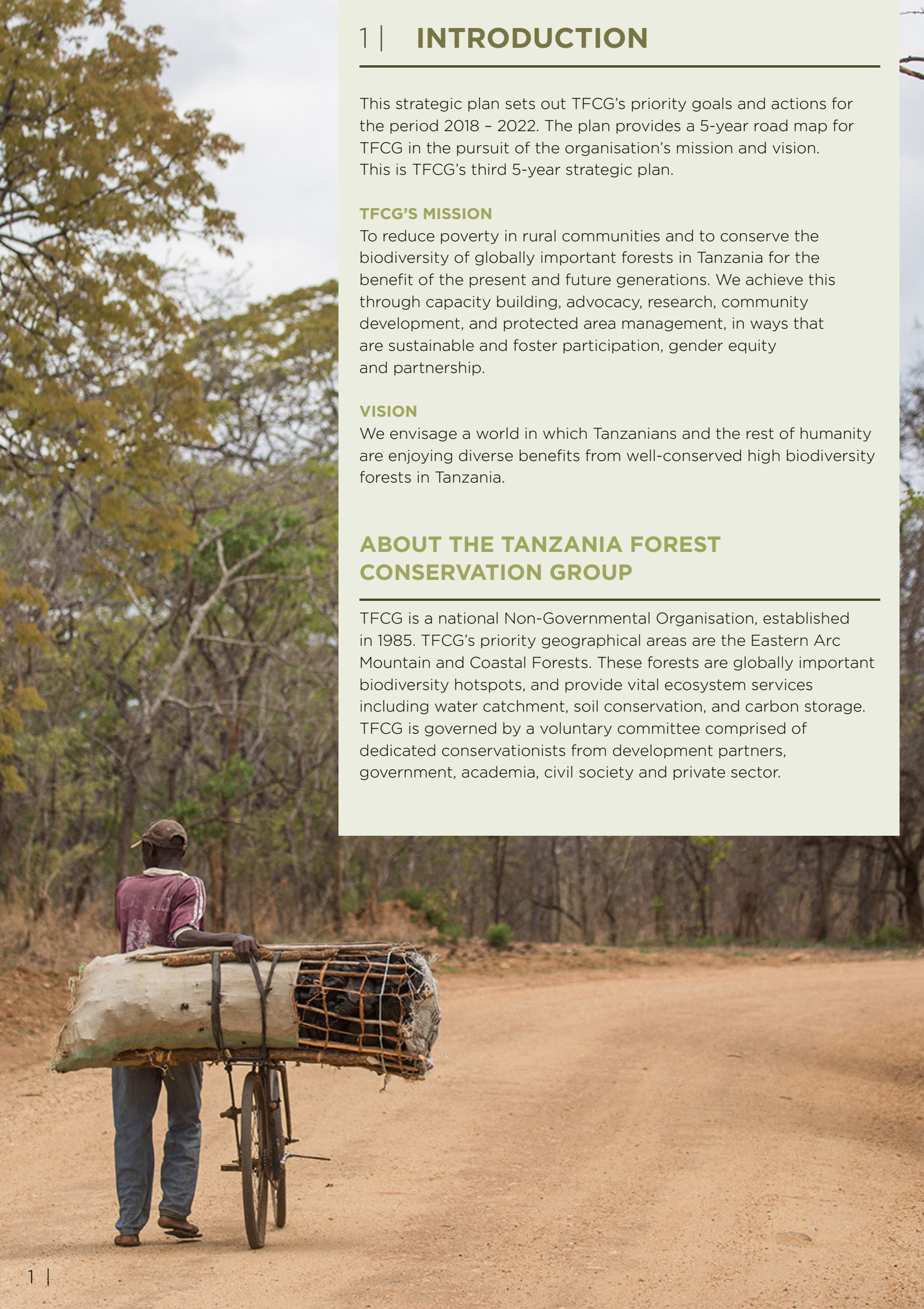
To reduce poverty in rural communities and to conserve the biodiversity of globally important forests in Tanzania for the benefit of the present and future generations. We achieve this through capacity building, advocacy, research, community development, and protected area management, in ways that are sustainable and foster participation, gender equity and partnership.

VISION

We envisage a world in which Tanzanians and the rest of humanity are enjoying diverse benefits from well-conserved high biodiversity forests in Tanzania.

ABOUT THE TANZANIA FOREST CONSERVATION GROUP

TFCG is a national Non-Governmental Organisation, established in 1985. TFCG's priority geographical areas are the Eastern Arc Mountain and Coastal Forests. These forests are globally important biodiversity hotspots, and provide vital ecosystem services including water catchment, soil conservation, and carbon storage. TFCG is governed by a voluntary committee comprised of dedicated conservationists from development partners, government, academia, civil society and private sector.



BACKGROUND TO THE STRATEGIC PLAN

This five-year strategic plan builds upon the achievements and lessons learned during the implementation of TFCG's previous (2011-2017) strategic plan. The plan also reflects the vision and priorities of TFCG's committee, staff, partners and other stakeholders, as were shared during the organisational capacity assessment and strategic planning process carried out in early 2018. Stakeholders who were consulted include representatives of Eastern Arc Mountain communities, local government, the Tanzania Forest Services Agency, civil society organisations, academics and development partners.

THE PLAN COMPRISES SEVEN STRATEGIC PLANNING AREAS:



1 PARTICIPATORY FOREST MANAGEMENT



2 COMMUNITY DEVELOPMENT



3 ENVIRONMENTAL EDUCATION



4 COMMUNICATION AND ADVOCACY



5 RESEARCH



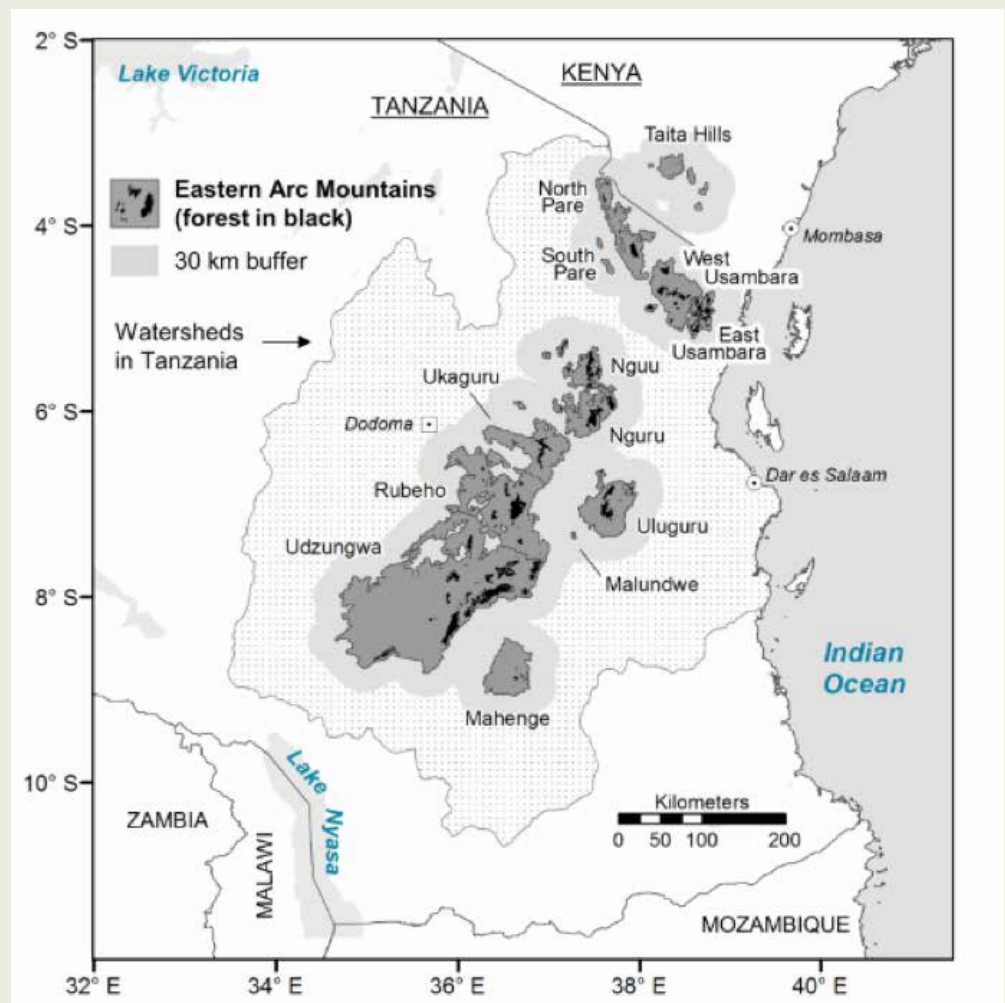
6 INSTITUTIONAL DEVELOPMENT



7 PARTNERSHIP

EASTERN ARC MOUNTAIN FORESTS IN TANZANIA.

SOURCE: PLATTS ET AL. 2014. ARC JOURNAL 29



TFCG'S WORK IN THE CONTEXT OF **GLOBAL AND NATIONAL GOALS AND TARGETS**

Tanzania's high biodiversity forests are important globally, nationally and locally. The Eastern Arc Mountain forests are home to at least 136 endemic vertebrate species and 800 vascular plant species. Another 37 vertebrate and 554 plant species are endemic to Tanzania's Coastal Forests.

Tanzania's high biodiversity forests also provide economically valuable water catchment services; and are the source of multiple products essential to rural livelihoods.

Conserving high biodiversity forests and reducing rural poverty are global priorities. TFCG's work at a local level in Tanzania, contributes to humanities' efforts to achieve many internationally agreed goals and targets including goals on Sustainable Development, Climate Change Mitigation and Adaptation and Biodiversity Conservation.

THINK GLOBALLY. **ACT LOCALLY.**

TFCG's contribution to global targets

TFCG's work is aligned with many international conventions and targets. Some of the Sustainable Development Goals and targets that our work contributes to, most directly, include:

Sustainable Development Goals and Targets that TFCG's work contributes to:

<p>GOAL 1: End poverty in all its forms everywhere.</p> <p>Target 1.2 By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions.</p>	<p>GOAL 5: Achieve gender equality and empower all women and girls.</p> <p>Target 5.4 Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.</p>	<p>GOAL 13: Take urgent action to combat climate change and its impacts.</p> <p>Target 13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.</p>	<p>GOAL 15: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss.</p> <p>Target 15.2 By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally.</p>
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The Objectives of the Convention on Biological Diversity that TFCG's work contributes to

- the conservation of biological diversity,
- the sustainable use of its components.

The Objectives of the Paris Agreement of the United Nations Framework Convention on Climate Change that TFCG's work contributes to:

- Holding the increase in the global average temperature to well below 2°C above pre-industrial levels and pursuing efforts to limit the temperature increase to 1.5°C above pre-industrial levels, recognizing that this would significantly reduce the risks and impacts of climate change;
- Increasing the ability to adapt to the adverse impacts of climate change and foster climate resilience and low greenhouse gas emissions development, in a manner that does not threaten food production;

TFCG's work also contributes to Tanzania's national priorities.

Tanzania's Development Vision 2025 aims at achieving, ***"a high-quality livelihood for its people, attain good governance through the rule of law and develop a strong and competitive economy."***

It is also envisioned that, ***"fast growth will be pursued while effectively reversing current adverse trends in the loss and degradation of***

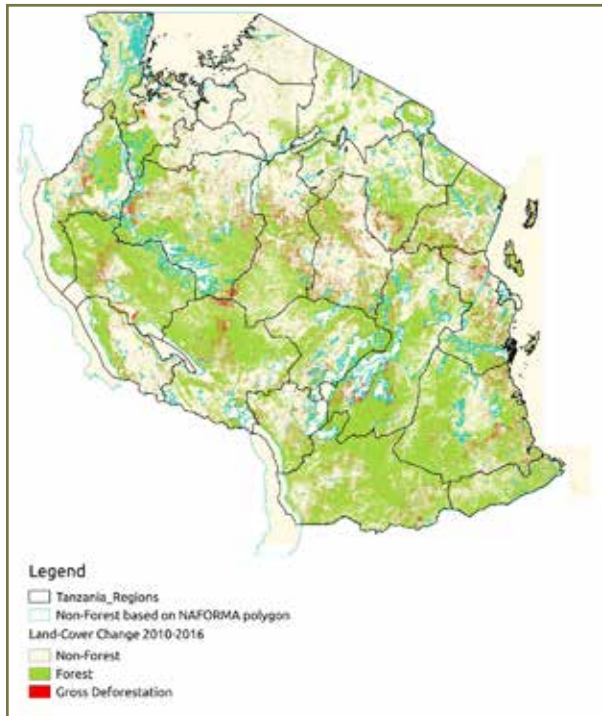
environmental resources (such as forests, fisheries, fresh water, climate, soils, biodiversity)." (URT, 1999).

TFCG's mission of reducing poverty and conserving high biodiversity forests directly contributes to Tanzania's development vision.

TFCG's work is also directly supportive of the National Forest Policy, the National Environmental Policy 1997, and the National Climate Change Strategy 2012.

TFCG'S STRATEGIC PLAN WITHIN THE BROADER ENVIRONMENTAL, POLITICAL AND ECONOMIC CONTEXT

FORESTS AND DEFORESTATION



There are approximately 32 million ha of forest and woodland in Tanzania of which 21.6 million ha are on village land and the remainder is in Government reserves. Although there remain extensive areas of woodland and forest in Tanzania, deforestation is increasing. Every year Tanzania loses 469,000 ha of forest, equivalent to a 1.5% annual loss. The majority of the deforestation occurs on village land

(approximately 371,898 ha / yr). Most deforestation in Tanzania is driven by demand for agricultural land. At current rates of deforestation, the majority of forests on village land will have been cleared by 2060. Deforestation also occurs within protected areas. For example, the annual deforestation rate in Mkingu Nature Forest Reserve persists at -0.94%. Fire and illegal harvesting are also significant threats to Eastern Arc Mountain and Coastal Forests. Climate change will have profound effects on the forests' ecology and biodiversity. Other threats include wildlife trade, invasive species, and infrastructure development including roads and hydropower reservoirs.

Tanzania's Eastern Arc Mountain and Coastal Forests have many threatened and endemic species. In global analyses, the forests are classified as a Global Biodiversity Hotspot by Conservation International, a Global 200 Ecoregion by WWF and contain several Key Biodiversity Areas and Important Bird Areas. Despite international recognition of the forests' importance, our understanding of the biodiversity and ecology of the forests is limited. New vertebrate species continue to be discovered, whilst the vast majority of invertebrate species are unknown. The ecological dynamics of the forests are also poorly understood.





POLICY AND POLITICS

Tanzania's policies are broadly supportive of both sustainable forest management and poverty reduction. Key policies include the National Forest Policy 1998 (under revision), the National Energy Policy 2015, the National Land Policy 2017, the National Agricultural Strategy and the National Environmental Policy.

Tanzania's 5-year development plans provide guidance on economic development and poverty reduction. The theme for the 2016/17 – 2020/21 5-year development plan is

'Nurturing Industrialization for Economic Transformation and Human Development'.

Tanzania is a multi-party democracy. Elections are held every 5 years at local and national level.

The next general election in Tanzania will be in 2020 i.e. mid-way through this strategic planning period. At a national level, the Chama Cha Mapinduzi (CCM) party has retained a majority in parliament since Independence. The 5th Phase Government, under President J.P. Magufuli, is likely to retain power for the duration of this strategic plan. Priorities for the 5th Phase Government include industrialisation and attaining middle-income country status.

ECONOMICS AND POVERTY

According to the National Bureau of Statistics, the population in 2017 was approximately 53 million, and the average annual GDP growth rate between 2006 – 2016 was 6.5%. 67% of the work force is employed in agriculture which contributes approximately 30% of the GDP. Whilst the overall economy has grown, growth in per capita incomes is significantly slower due to the high population growth rate (3.1% per annum in 2013). Similarly, whilst the poverty rate has declined from 34% in 2007 to 28% in 2012, the number of people living in poverty has reduced little over the last decade with approximately 12 million people still living in poverty. Poverty is most prevalent in rural areas.

2 | TFCG'S ACHIEVEMENTS 2011-2017

During the last strategic planning period (2011 – 2017) TFCG aimed to bring about change in five areas: participatory forest management, community development, environmental education, research and advocacy. The key achievements in these five areas are described below.

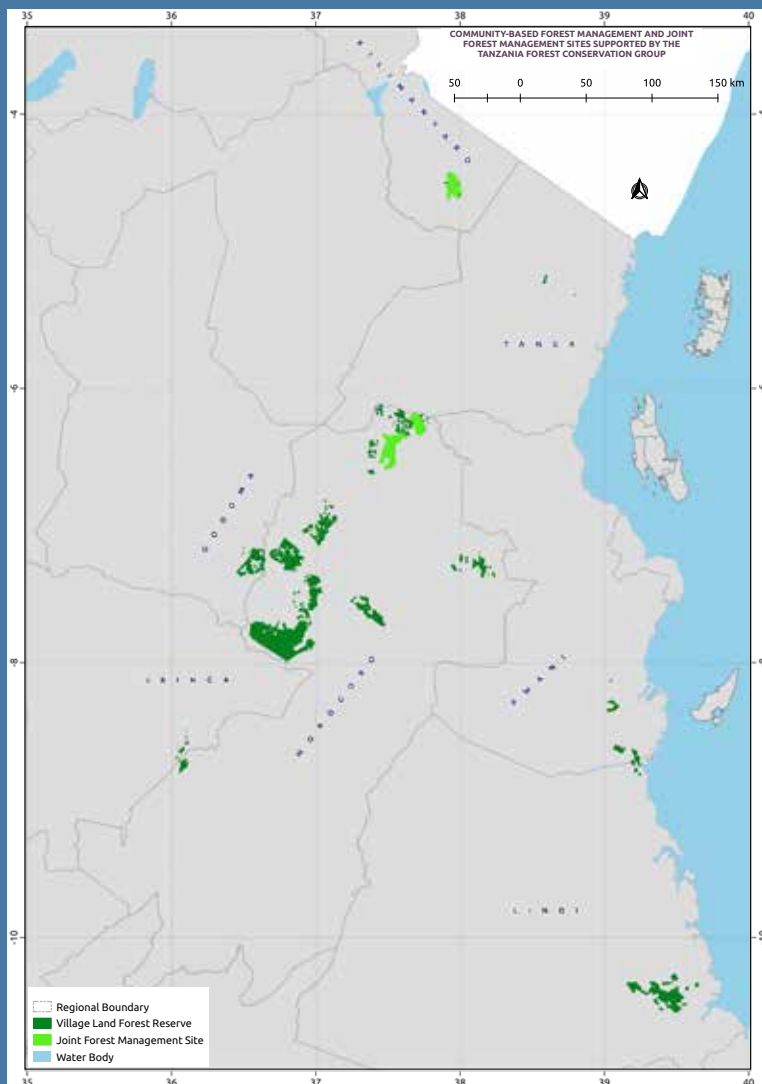
PARTICIPATORY FOREST MANAGEMENT STRATEGY

TFCG aimed to facilitate the expansion of the area of high biodiversity forest under effective and sustainable participatory forest management with a focus on the most biologically important and vulnerable forests.

2011 – 2017 Target: An additional 2,000 km² of high biodiversity forest and adjacent woodlands including at least 20% of the Eastern Arc Mountain endemic vertebrate species and 2,000 km² of coastal forest mosaic including at least 20% of the Tanzanian Coastal Forest endemic plants are under effective, participatory management.

2011 – 2017 TFCG Achievements

Between 2011 – 2017 TFCG supported the establishment of 61 village land forest reserves covering 2,064 km², of which 1,740 km² are in the Eastern Arc Mountains and 324 km² are in the Coastal Forests. In addition, TFCG supported the establishment of Joint Forest Management (JFM) for Chome Nature Reserve (142 km²). Progress was made towards JFM for Mkingu Nature Reserve and Kanga Forest Reserve (300 km²). Management effectiveness was improved for Eastern Arc forests providing habitat for 41 % of vertebrate species endemic to the Eastern Arc Mountains (Mkingu NFR, Chome NFR, Kanga FR plus Community-Based Forest Management (CBFM) areas) and for at least 18 plant species endemic to the Coastal Forests.



Map of areas where TFCG provided support for the establishment of participatory forest management between 2012 – 2017



A village land forest reserve being established with support from TFCG in Kilosa District.
Photo by Theron Morgan-Brown

COMMUNITY DEVELOPMENT STRATEGY

TFCG aimed to build the capacity of women, men and children in forest adjacent communities to derive direct benefits from forest conservation.



In Kilosa District, TFCG supported 10 communities to establish sustainable charcoal production. Photos by Rob Beechey

2011 – 2017 TARGET:
As a result of TFCG's interventions, by the end of five years:



At least 20,000 women and men (of whom at least 35 % are women) from at least 100 communities earn an additional US\$ 50 per annum from ecologically sustainable livelihood activities including agriculture.



3 million trees have been planted.



At least 50,000 people have access to more secure and sustainable supplies of water and forest products.

2011 – 2017 TFCG ACHIEVEMENTS

Establishing forest-based enterprises including REDD+ and sustainable charcoal production

As a result of TFCG's interventions 49,025 people (including 10,614 men, 12,165 women and 21,272 children and dependants) received REDD trial payments worth US\$ 485,361; whilst 13 communities involved in sustainable charcoal production have earned US\$ 357,000, of which, approximately half has been invested in over 30 community development projects including construction of health facilities, class rooms, water delivery points and roads.

Improving the sustainability and profitability of small-scale agriculture

TFCG has promoted improved agricultural practices including providing training to 4,235 (2,249 women) farmers from 82 villages on improved agriculture and / or agroforestry with improved incomes of approximately US\$ 150 per

household following adoption of the improved techniques.

At least 3,265,617 trees were planted benefiting women and men in 138 villages.

6,507 people (3859 women) have gained access to micro-finance as a result of training provided by TFCG in establishing and managing Village Savings and Loans Associations.

Improving governance

TFCG has supported 44 villages to develop village land use plans and has provided training to Village Councils and Village Natural Resources Committees on good governance in over 60 villages. Village offices were constructed for 31 villages including village land registries.

AWARENESS RAISING AND ENVIRONMENTAL EDUCATION STRATEGY

TFCG aimed to nurture widespread appreciation and understanding of the values of Tanzania's high biodiversity forests and to encourage greater understanding and dialogue on the threats to those forests and the strategies that should be taken to conserve them.

2011 - 2017 Target: As a result of capacity building and dialogue with local and central government, an additional 100 schools in communities close to Eastern Arc and Coastal forests are integrating environmental education in their teaching with tangible improvements in pupils' knowledge of forest conservation issues. At community level, we will see measurable positive changes in awareness, attitudes and practices amongst women and men in at least 100 villages.

2011 - 2017 TFCG ACHIEVEMENTS

Between 2011 and 2017, TFCG trained 311 teachers from 114 schools to integrate environmental education in their teaching.

At community level people are more familiar with the concept of the Eastern Arc Mountains; are more aware of the linkages between forest and water supply; and consider that primary schools are providing more environmental education than at the time of the previous survey, in 2004.



RESEARCH STRATEGY

TFCG aimed to increase knowledge about the values of the Eastern Arc Mountains and Coastal Forests; the ways that communities can benefit from the forests in a sustainable way; the direct and indirect threats that the forests face including governance and poverty linkages; and effective strategies to conserve them; and will communicate these findings to stakeholders at local, national and international levels

2011 - 2017 Target: To regularly communicate relevant research findings to communities, local government and the general public; to document lessons learned and best practices from the implementation of forest conservation activities; to build the capacity of at least 20 young Tanzanian scientists; to generate at least 5 scientific publications on Eastern Arc Mountain and Coastal Forest values and threats; to implement partnership projects with at least 5 international research institutes and 2 national research institutes; to support biodiversity surveys in at least 5 less well-known sites; and to contribute to red-listing assessments of at least 20 species.

2011 - 2017 TFCG ACHIEVEMENTS

Lessons learned have been documented and disseminated on issues related to forest

conservation and REDD+, sustainable charcoal, agriculture and national policy. Results have been disseminated through presentations, technical reports and papers, and through the media.

TFCG has provided direct support to 7 young Tanzanian scientists to conduct their research through the TTCS and GCCA projects and have provided indirect support to at least 13 young Tanzanian scientists to conduct research on TFCG projects, particularly REDD+.

TFCG staff have been co-authors on at least 12 scientific publications and have collaborated with ten international research institutes and two national research institutes on various research projects including research on REDD+, ecosystem services, sustainable charcoal and sustainable development goals.

Biodiversity surveys have been carried out on the Rondo, Chitoo and Noto plateaux in the Coastal forests; and in the South Pare, East Usambara, Ukaguru, Nguru, Udzungwa and Rubeho Mountains with results published through technical reports available through the TFCG website.



ADVOCACY STRATEGY

TFCG aimed to promote harmonized national policies, laws and regulations that promote effective equitable, democratic and sustainable management of forests; and for those policies to be implemented in ways that enhance participation, accountability, gender equity and transparency.

2011 – 2017 Target:

By the end of the 5 years, we aspire to have contributed to the following changes:



Communities involved in JFM are receiving a regular share of revenues by 2016;



Active local MJUMITA networks are functioning in at least 50 villages where TFCG is operational;



National REDD and FSC standards have been agreed and are being applied;



The Eastern Arc Mountains is included on the list of World Heritage Sites;



The National REDD Strategy and the National Forest Policy recognize that unreserved forests on village land are under the control of the village authorities and communities can access REDD revenues from emission reductions from village land;



Nature Reserves, Dar's greenbelt forests and other high biodiversity forests are receiving a minimum of US\$ 10,000 per annum for management activities including increases in revenue from eco-tourism;



Hunting and wildlife trade from forest and nature reserves are properly addressed in the national forest policy with increased investment in enforcing laws protecting wildlife in Forest and Nature Reserves.

2011 – 2017 TFCG ACHIEVEMENTS



A key achievement over the last 5 years has been recognition from policy makers that unreserved forest on village land is under the authority of the communities who have a right to decide on harvesting and other uses.



The process of gazetting the Eastern Arc Mountains as a World Heritage Site is still continuing.



There are at least 50 MJUMITA networks functioning including active networks in Mvomero and Kilosa Districts, where TFCG has projects.



Discussions around JFM benefit sharing have progressed with greater clarity emerging about procedures for returning revenues to communities; guidelines on benefit sharing; and devolved authority to sign joint forest management agreements to reserve managers.

Goal for 2018 to 2022

TFCG will strive to ensure that Tanzania's high biodiversity forests are being managed in ways that are effective, sustainable and equitable; and to tackle the direct and indirect drivers of deforestation, in ways that bring tangible benefits to women, men, and children living in adjacent villages; enhance good governance; promote gender equity; and integrate climate change adaptation and mitigation.

In this section, the context, theory of change, objectives and targets for each of the 7 strategies is presented.



STRATEGY 1 |

PARTICIPATORY FOREST MANAGEMENT STRATEGY

CONTEXT

POLICY:

Tanzania's National Forest Policies of 1998 and the revised draft of January 2018 are supportive of the participation of all stakeholders in forest management and conservation.

FORESTS AND DEFORESTATION:

There are approximately 32 million ha of forest and woodland in Tanzania of which 21.6 million ha are on village land and the remainder is in Government reserves. Tanzania is considered to be a country in the early transition stage of the forest transition model. Typically, this is a phase in which a country goes from having > 50 % forest cover to < 15 % forest cover. In 2014, forest and woodlands covered approximately 36% of the Tanzania mainland. With an annual deforestation rate of -1.5%, Tanzania currently loses on average, 469,000 ha per year. As in other countries, approximately 80 % of the deforestation in Tanzania is driven by demand for agricultural land. The majority of the deforestation currently occurs on village land (approximately 371,898 ha / yr out of a total of 469,000 ha / yr). If Tanzania follows the trajectory mapped in the forest transition model, then around 19 million hectares of forest will be cleared before Tanzania reaches 15% forest land cover (~ 13 million hectares) when the deforestation rate is predicted to decline. At the current rate of deforestation, this would occur roughly by 2050, with the majority of village land forests cleared before then. In this context, a key challenge is to promote an alternative development trajectory in which forests are valued and their conservation is embraced as part of national development; or at least to ensure that Tanzania's 780,000 ha of irreplaceable, unique and ancient Eastern Arc Mountain and Coast Forests survive this period of intensive deforestation. After 50 - 100 million years as hotspots of evolution, a challenge for this generation of humanity is to safeguard these forests over the next 50 years.

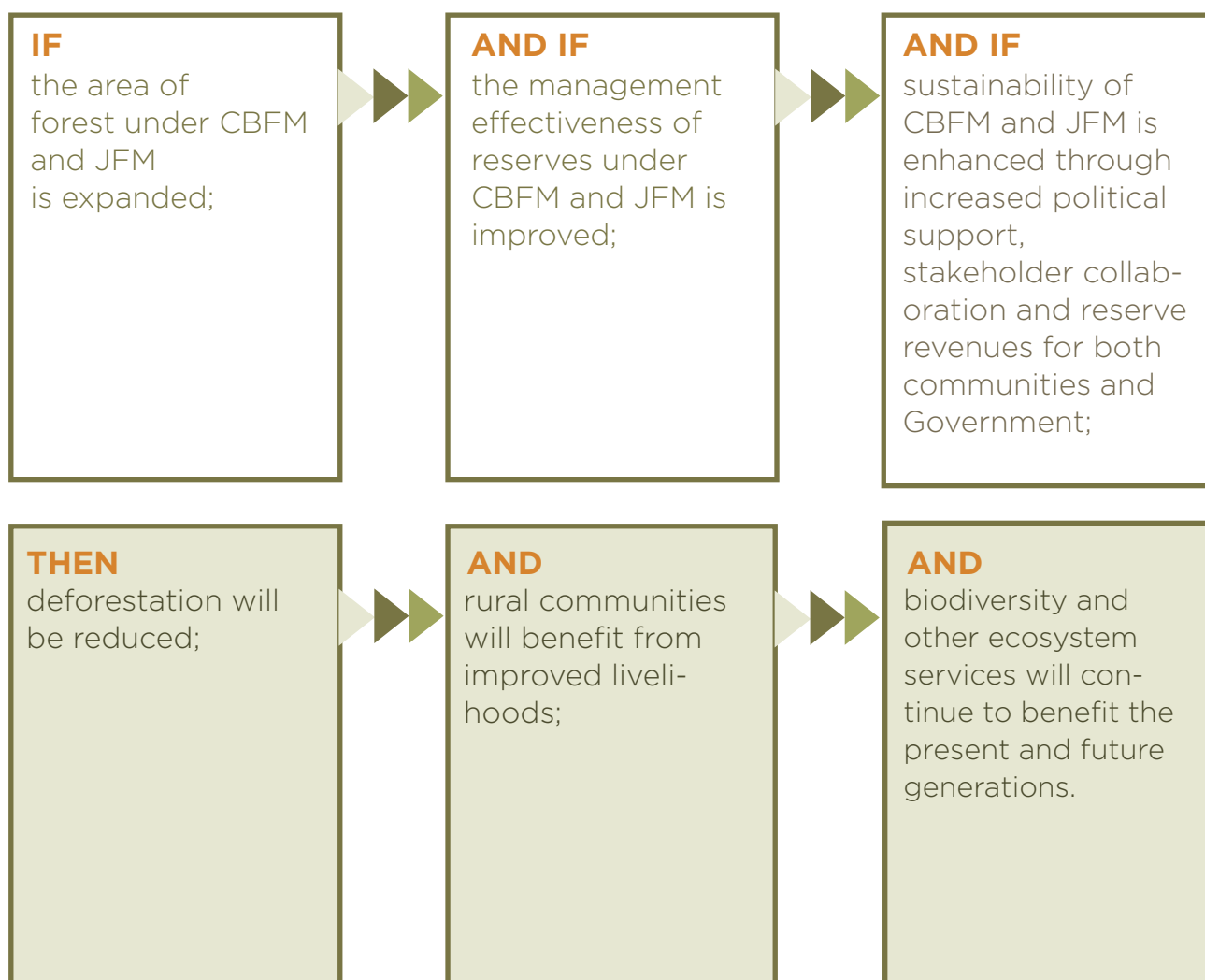
CBFM:

Approximately 10% of village land forests, or 2.3 million ha, are under community-based forest management (CBFM). There is significant potential to scale-up CBFM to the remaining 90% of village land forests. However, due to deforestation and fragmentation this window of opportunity is closing. Within the Eastern Arc Mountains, there are now limited opportunities to expand CBFM. Hence the target for 2018/22 is only 10% of the target for the previous planning period. Unreserved forest in the Coastal Forests is also limited. The deforestation rate in village land forest reserves established by TFCG is significantly lower than the national average indicating that CBFM can reduce deforestation. Over the next 5 years, there is a need to place more emphasis on improving management effectiveness for Village Land Forest Reserves and strengthening their legal status. The sustainability of CBFM has been questioned. Sustainability is assumed to be enhanced for communities generating a revenue from their VLFR as the revenues can be used to pay management costs, as well as incentivizing communities to manage their reserves. Sustainability is also enhanced by communities having access to support networks, particularly from local government. TFCG has demonstrated that communities can earn significant revenues from sustainable management. For example, Kilosa District village land forest reserves supported by TFCG generated US\$ 16,000 / active village in 2017 from sustainable charcoal production. By generating revenues, the sustainability of CBFM is significantly enhanced. Despite the potential benefits of CBFM, local and central government are still not investing in it and it has been largely financed with donor funds. There is opposition from some stakeholders surrounding the sustainability and governance of the model.

JFM: Some barriers to Joint Forest Management have been overcome in recent years including the publication of benefit sharing guidelines; decisions around who can sign the joint management agreements; and greater clarity on returning revenues to communities. TFCG successfully supported the establishment of JFM in Chome Nature Forest Reserve whilst in Mkingu Nature Forest Reserve and Kanga Forest Reserve the process is still ongoing. With the increased emphasis on a para-military approach within the Government, work is needed to match this approach with JFM. TFCG has resources to establish JFM for Uzungwa Scarp Nature Forest Reserve and Magomberera proposed Nature Forest Reserve.



THEORY OF CHANGE FOR THE PARTICIPATORY FOREST MANAGEMENT STRATEGY



OBJECTIVES AND TARGETS FOR STRATEGY 1

PARTICIPATORY FOREST MANAGEMENT STRATEGY

Objective 1.1 | **Scale-up CBFM in the Eastern Arc Mountains and Coastal Forests.**

Target 1.1.1 At least an additional 250 km² of forest in the EAM and Coastal Forests is included in CBFM areas by 2022.

Objective 1.2 | **To reduce deforestation in forests under PFM.**

Target 1.2.1 Annual deforestation rates in Mkingu, Chome, Uzungwa Scarp, Kilombero, Magamba, Amani, Magombera, Mafwomero, Rondo and Nilo Nature Reserves are less than -0.5 % per year by 2022.

Target 1.2.2 Unplanned annual deforestation rates in 100,000 ha of forest in at least 50 VLFRs are less than -0.5 % per year by 2022.

Objective 1.3 | **To improve management effectiveness in existing Village Land Forest Reserves (VLFR) including increasing the number of gazetted VLFRs.**

Target 1.3.1 50 VLFRs in EAM and CF covering at least 100,000 ha are gazetted and have JB Maps by 2022.

Target 1.3.2 50 existing VLFRs in EAM and CF covering at least 100,000 ha have METT scores of at least 60% by 2022.

Objective 1.4 | **To increase and diversify incomes to communities practicing Participatory Forest Management and to improve governance of funds.**

Target 1.4.1 At least 50 villages are earning at least US\$ 2,500 per year in fees from their VLFRs by 2022.

Target 1.4.2 At least 30 villages are earning incomes from two or more sustainable, forest-based enterprises by 2022.

Target 1.4.3 At least 50 villages are holding Village Assembly meetings at which PFM revenues and expenditures are discussed, at least biannually, by 2022 (30 villages by mid-2020).

Objective 1.5 | **To promote sustainable long-term support from local government and / or other entities, to communities in the implementation CBFM**

Target 1.5.1 Communities in at least 3 districts are receiving technical support worth at least

TZS 3 million / year to communities to implement CBFM from local government or other entities, without external donor funding by 2022 (2 districts by mid-2020).

Objective 1.6 | **To promote cooperation between TFS and local communities in the management of high conservation value forests.**

Target 1.6.1 TFS and communities are regularly cooperating in the management of at least five high biodiversity EAM forests including Uzungwa Scarp, Mkingu, Magombera and Chome Nature Reserves by 2022.

Target 1.6.2 By 2022 at least 20 villages adjacent to EAM Forest Nature Reserves (including Chome, Amani, Magombera and Mkingu) are receiving regular revenues from eco-tourism.

Objective 1.7 | **To mobilise resources for the management of EAM and CF Nature Forest Reserves.**

Target 1.7.1 TFCG mobilise resources, including at least US\$ 2 million in funding, to contribute to the management of Tanzania's Eastern Arc Mountain and Coastal Forest Nature Reserves, over 5 years (2018 - 2022).

Target 1.7.2 TFS have increased capacity to attract and support tourism in Nature Forest Reserves.

Objective 1.8 | **Formalise forest produce trade from CBFM areas in ways that are sustainable and increase revenues to TFS from transit permits and to Local Government.**

Target 1.8.1 Support TFS to generate at least US\$ 1,000 per year per district from transit permit fees and producer registration fees in at least 3 districts by 2022.

Target 1.8.2 Support local government to generate at least US\$ 10,000 per year per district in 4 districts by 2022 from CBFM forest products.

STRATEGY 2 | COMMUNITY DEVELOPMENT STRATEGY

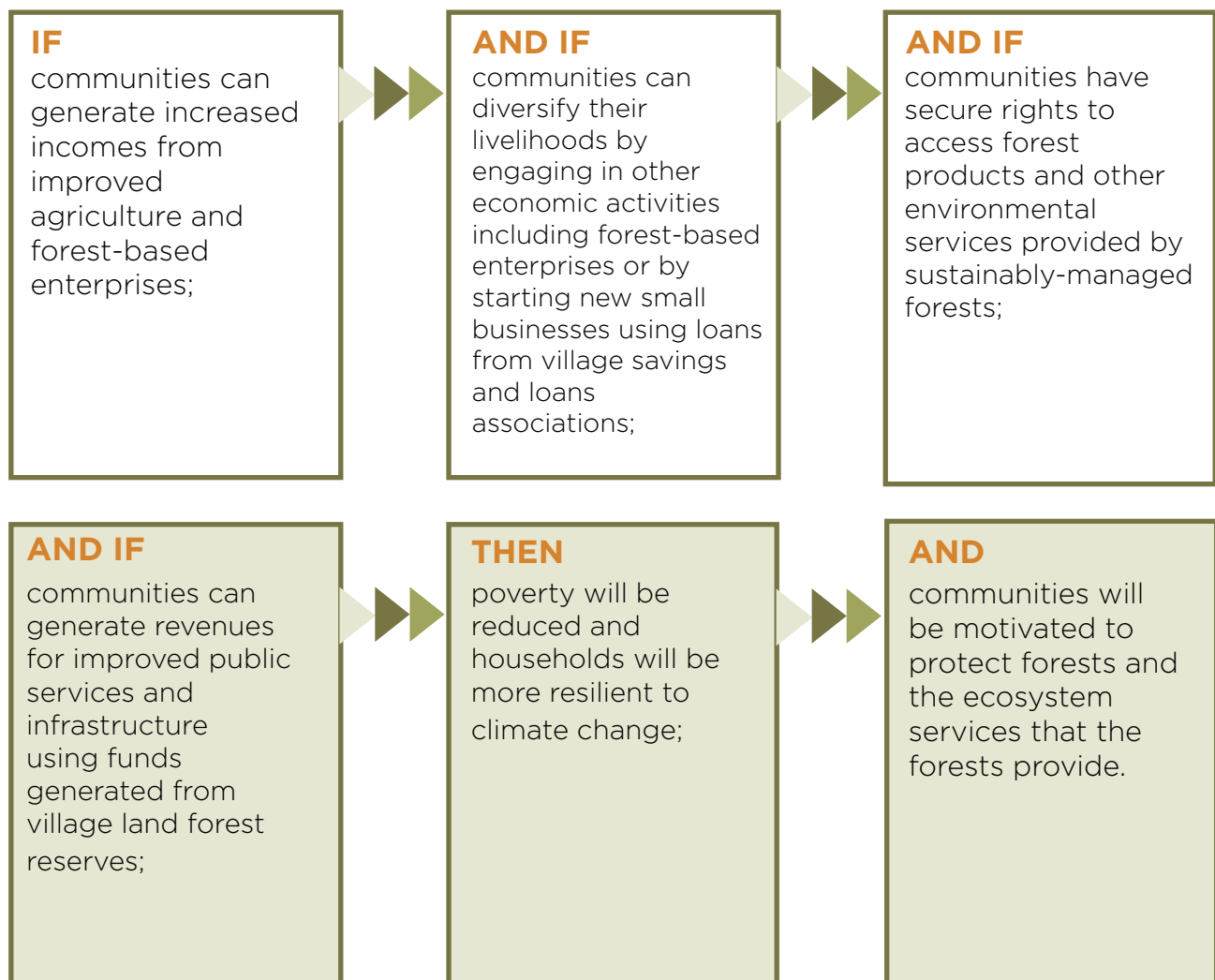
CONTEXT

POLICY:

Tanzania's 5-yr development plan includes the objective to *'accelerate poverty-reducing economic growth that is broad-based and inclusive to allow shared benefits to the majority of the people through increased productive capacities and job creation especially for the youth and the disadvantaged groups,'*

Most households in forest-adjacent communities in the EAM and Coastal Forests are poor and narrowly dependent on traditional agriculture. They have limited access to public services, and the quality of service is often very low. Community-level governance is often poor due to limited governance skills and experience throughout the communities; and limited resources. Many households are vulnerable and are at particular risk from climate change.

THEORY OF CHANGE FOR THE COMMUNITY DEVELOPMENT STRATEGY





OBJECTIVES AND TARGETS FOR STRATEGY 2 COMMUNITY DEVELOPMENT STRATEGY

Objective 2.1 | To identify, demonstrate and scale-up initiatives that effectively reduce poverty and enhance climate-change resilience in forest-adjacent communities.

Target 2.1.1 Measurable increases in the wealth of at least 3,000 peoples who have been actively involved in TFCG supported IGAs from 50 villages adjacent to EAM and Coastal Forests by 2022 (1,500 from 30 villages by mid-2020).

Target 2.1.2 Climate change resilience has been increased in at least 30 forest-adjacent communities by 2022.

Target 2.1.3 There is increased understanding of the relationship between climate change resilience and forests, for communities living in the EAM and Coastal Forests, and practical recommendations have been made on how to enhance the role of forests in achieving climate change resilience.

Target 2.1.4 At least 100 communities provided with agroforestry support with at least 1 million trees planted, in ways that improve livelihoods and the environment.

Objective 2.2 | To build the capacity of communities to maximise the direct and indirect livelihood benefits of sustainably managed forests.

Target 2.2.1 Sustainable forest-based enterprises are contributing to improved livelihoods for women and men in at least 50 villages in the EAM and CF by 2022 (30 villages by mid-2020).

Target 2.2.2 At least 50 communities are benefiting from improved management of forest ecosystem services by 2022.

Target 2.2.3 At least 10 communities in Lindi are benefiting from REDD+ under a sustainable financing and management model.

Objective 2.3 | To support improved social services, infrastructure and governance in forest-adjacent communities.

Target 2.3.1 At least 40 villages have improved social services and/or infrastructure paid for using CBFM revenues by 2022 (20 villages by mid-2020).

STRATEGY 3 | ENVIRONMENTAL EDUCATION STRATEGY

CONTEXT

Improving education is essential to rural poverty reduction. While primary school enrolment in Tanzania, has increased from 59% in 2000 to 94 % in 2011, the quality of education remains poor. On average 74 children share a classroom and the pupil : qualified teacher ratio is 49:1. There are 5 children to every text book and there are extreme shortages of desks, chairs, toilets and hand-washing facilities. In terms of learning outcomes, TWaweza (2014) found that fewer than half of Standard 3 children (45%) can read a Standard 2 Kiswahili story (43 % for poor households in Morogoro Region); and just 3 out of 10 pupils in Standard 3 (31%) can solve a Standard 2 multiplication problem. Performance is lowest amongst children in rural areas; and amongst children from the poorest households. Capacity to deliver environmental education is low throughout the country.

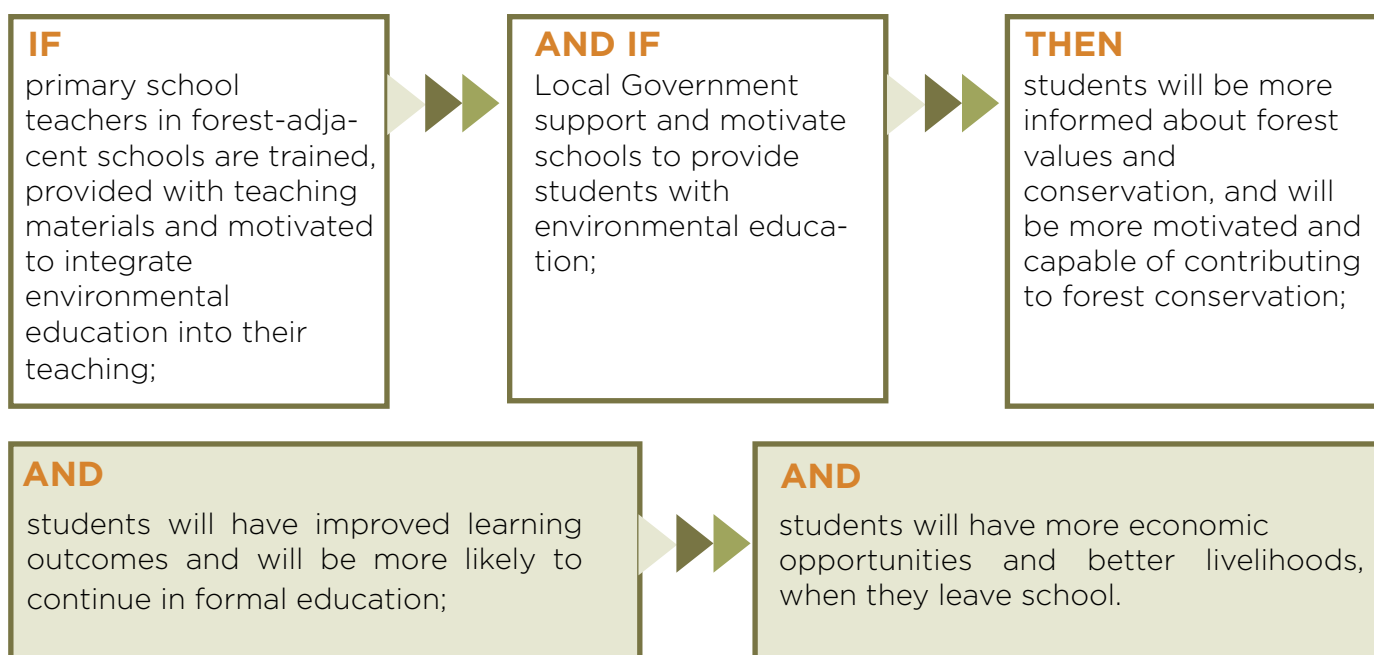
The Ministry of Education and Vocational Training adopted a new education policy in 2014 and a revised National Education Act is under development. The 2014 policy now integrates

environmental education as a cross-cutting issue. The policy includes an objective that *'at all levels of education, pupils will obtain knowledge, skills and a culture of protecting the environment.'* The policy commits the Government to establish procedures to integrate content about environmental conservation at all levels of education.

TFCG has trained teachers from more than 100 primary schools to integrate environmental education. TFCG has also produced education materials and provided opportunities for experiential learning for students in forest-adjacent schools. Since 2015 TFCG has been working with primary schools in Mvomero District to adopt the internationally-recognised eco-schools approach, and TFCG has recently scaled-up support for eco-schools to 50 primary and secondary schools in Morogoro, Iringa and Tanga Regions, with support from the Danish Outdoors Council.



THEORY OF CHANGE FOR THE ENVIRONMENTAL EDUCATION STRATEGY



OBJECTIVES AND TARGETS FOR STRATEGY 3 ENVIRONMENTAL EDUCATION STRATEGY

Objective 3.1 | **Scale up the provision of environmental education to primary and secondary schools in communities adjacent to the Eastern Arc Mountains and Coastal Forests.**

Target 3.1.1 At least 30 schools in communities adjacent to the EA Mountain and Coastal Forests have been awarded Green Flags in accordance with the globally recognized eco-schools approach by 2022.

Target 3.1.2 Teachers in at least 200 primary and secondary schools in the EAM and Coastal Forests are providing environmental education to the students in their schools by 2022.

Objective 3.2 | **Build the capacity of government and other stakeholders to deliver and sustain environmental education in schools in communities adjacent to the EAM and CF in ways that promote gender equality and respect for human rights.**

Target 3.2.1 At least four district councils are

allocating resources, including funding, to support environmental education in schools in communities adjacent to the EAM and CF by 2022.

Target 3.2.2 There are District Education Officers and Ward Education Officers trained in the provision of environmental education, in at least 10 Eastern Arc Mountain and Coastal Forest Districts by 2022 in ways that promote gender equality and a human rights-based approach.

Target 3.2.3 At least one other NGO is supporting the eco-schools approach in rural communities in Tanzania.

Target 3.2.4 Learning outcomes are improved for both girls and boys in at least 20 eco-schools.



STRATEGY 4 | COMMUNICATION AND ADVOCACY

CONTEXT

A new National Forest Policy is due to be finalised in 2018, with an increased focus on forest-based industries including the expansion of forest plantations. Drafts of the policy, circulated in early 2018, indicated continued support for participatory forest management.

In terms of awareness, whilst most stakeholders are more aware of the Eastern Arc Mountains and their values than they were a decade ago, there is a need to maintain levels of awareness as well as communicating reliable information on forest values, threats and policy options.



THEORY OF CHANGE FOR COMMUNICATION AND ADVOCACY



OBJECTIVES AND TARGETS FOR STRATEGY 4 COMMUNICATION AND ADVOCACY

Objective 4.1 | Working with the Tanzania Forest Services Agency and the Forestry and Beekeeping Division, policies are in place that safeguard the forest ecosystem services provided by the Eastern Arc Mountain and Coastal Forests and promote sustainable benefits from forests for rural communities.

Target 4.1.1 Policies, laws and other policy tools that are supportive of sustainable natural forest management, participatory forest management and reduced deforestation, are in place and are being implemented by 2022.

Target 4.1.2 Policy tools, including CBFM and Village Land Use by-laws, include measures to safeguard women's livelihoods.

Objective 4.2 | To increase knowledge and appreciation of the ecosystem services generated by the EAM and coastal forest

Target 4.2.1 Increased awareness of forest-adjacent communities and other stakeholders of the value of the ecosystem services generated by the EAM and CF relative by 2022.

Objective 4.3 | To build the capacity of communities and other stakeholders to promote good forest governance.

Target 4.3.1 Representatives of forest-adjacent communities and other CSOs are advocating for improved forest governance, reduced deforestation and CBFM by 2022.

Target 4.3.2 Increased awareness and understanding of gender issues in the context of participatory forest management.



STRATEGY 5 | RESEARCH STRATEGY

CONTEXT

The Eastern Arc Mountain and Coastal Forests have attracted significant research effort to document and analyse the forests' values and condition; the threats affecting the forests; and conservation options. However, much remains to be understood about the biodiversity and ecosystem services of the EAM and Coastal forests, particularly in terms of the complex linkages between forests, deforestation and hydrology; and the impact of climate change on forest ecology. There are also significant gaps in our understanding of threats to the EAM and Coastal Forests including the interplay of deforestation drivers. In terms of responses, there is still much to learn about effective strategies to conserve and restore the forests, including how forest-based enterprises such as eco-tourism, sustainable charcoal and timber, can benefit forests whilst mitigating potential risks.

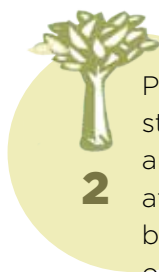
TFCG has worked successfully with various research institutes and initiatives including Sokoine University of Agriculture, the Tanzania Forestry Research Institute, University of Dar es Salaam, Missouri Botanical Gardens, IIED, University of Leeds, the National Autonomous University of Mexico, University of North Carolina and the University of York amongst others. Building on these collaborations is an opportunity, particularly where research generates practical recommendations and evidence linked to the TFCG mission.

With increasing undergraduate and graduate student numbers in Tanzania, there is an opportunity to inspire students and academics from research institutes in Tanzania, to carry out research in the Eastern Arc Mountain and Coastal Forests.

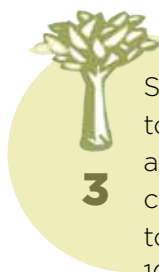
It is important that research findings are applied. During the last strategic plan, TFCG's research generated a number of key recommendations. We have listed four key recommendations, with a view to promoting their implementation during this strategic planning period:



We recommend that policy objectives and statements supporting sustainable charcoal be included in the energy and forest sector policies whilst revising policies on water, agriculture, and land to include objectives and statements that promote sustainable natural forest management and reduce agriculture-driven deforestation. Doggart and Meshack, 2017 DOI: 10.3389/fenvs.2017.00027



Positive impacts of JFM could be further strengthened by speeding up the approval and formalization process: this is needed both at the local government level with regard to bylaws, and at national level with the signing of Joint Management Agreements (JMAs) by government and villages which engage in JFM. Persha and Meshack, 2015



Sustained forest protection (in the EAM) needs to be coupled with improved environmental awareness and sound involvement of adjacent communities towards novel approaches to forest management. Rovero et al. 2014. DOI: 10.1111/ddi.12246^a



There is a need for a continuous monitoring in the harvested blocks for the next few years to assess the status of regeneration in the kiln scars. A specific ecological study can then be done to investigate the status of regeneration in kiln scars. If regeneration does not happen, action steps such as enrichment planting of indigenous tree species can then be done to reduce environmental risks associated with bare grounds especially in slopes. Sangeda and Maleko, 2018

THEORY OF CHANGE FOR THE RESEARCH STRATEGY



OBJECTIVES AND TARGETS FOR STRATEGY 5 RESEARCH STRATEGY

Objective 5.1 | To support, conduct and communicate research on forest values, threats and effective conservation with a particular focus on linkages between forest ecosystem services and sustainable economic development.

Target 5.1.1 TFCG contributes to at least 10 peer-reviewed scientific publications on forest values, threats and effective conservation including at least 2 publications on linkages between forest ecosystem services and sustainable economic development by 2022;

Target 5.1.2 20 young Tanzanian scientists supported to conduct research relevant to the conservation of the EAM and CF by 2022;

Target 5.1.3 At least 3 research recommendations from TFCG publications are adopted by other stakeholders by 2022.

Target 5.1.4 Through research in the EAM and / or Coastal Forests better information and guidelines are available on natural regeneration and forest restoration.



STRATEGY 6 | PARTNERSHIP

CONTEXT

TFCG has a long history of working closely with other organisations within Tanzania and overseas. Since 2001, TFCG has been supporting the Community Forestry Network of Tanzania (MJUMITA) to serve communities involved in participatory forest management,

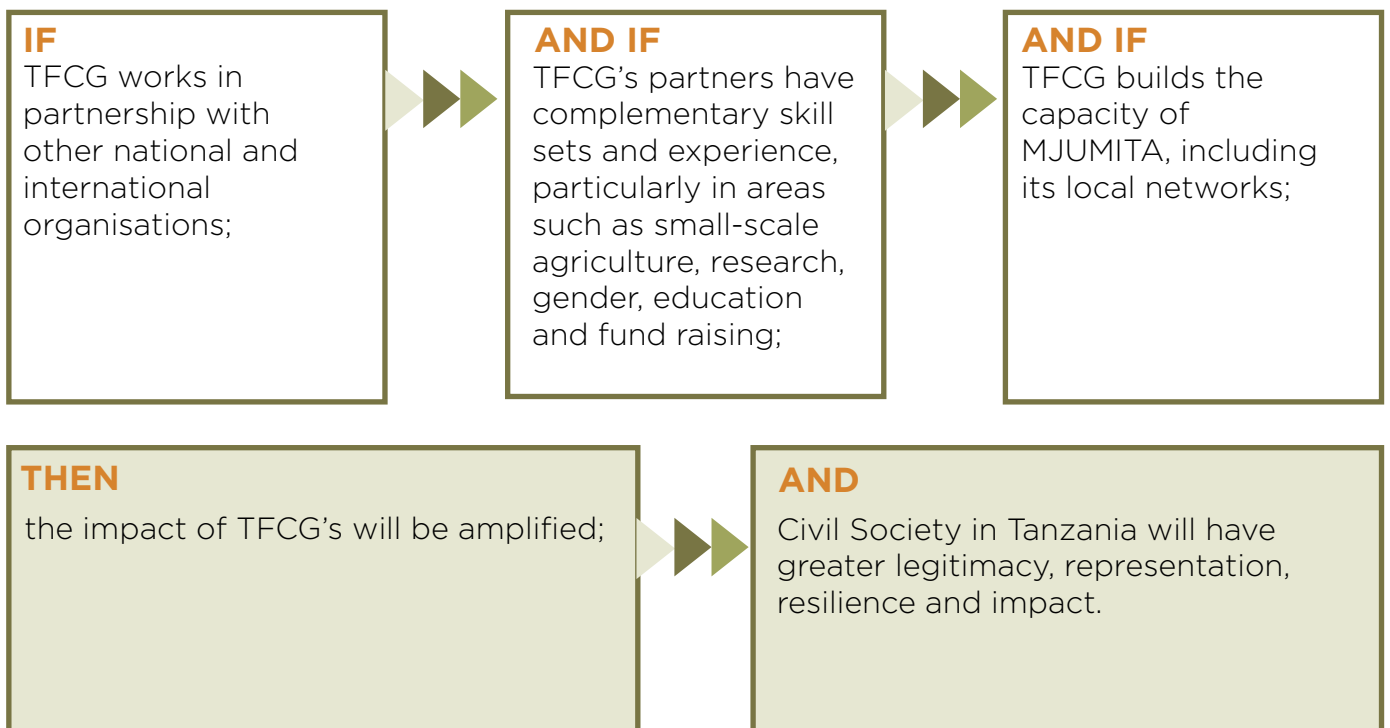


across the country. TFCG has also worked closely with other NGOs within Tanzania, through multi-organisation projects and campaigns including the successful Mama Misitu (Mother Forest) advocacy campaign.

TFCG has also worked closely with many international NGOs and research institutions, and with national NGOs in other East African countries. TFCG remains strongly committed to promoting collaboration and partnerships, and to continued support to MJUMITA.

TFCG's Organisational Capacity Assessment highlighted the many positive partnerships that TFCG has with other civil society organisations, donors, academic institutions and government. The assessment also highlighted the need to strengthen positive links with government partners including the Tanzania Forest Services Agency, and to identify a partner with relevant expertise in working with small-scale farmers.

THEORY OF CHANGE FOR THE COMMUNICATION AND ADVOCACY





OBJECTIVES AND TARGETS FOR STRATEGY 6 PARTNERSHIP

Objective 6.1 | To foster networking and partnerships with relevant local, national and international organizations in order to amplify and scale up forest conservation in Tanzania.

Target 6.1.1 TFCG is working with at least 8 organizations in joint initiatives by 2022.

Target 6.1.2 TFCG has entered into a strategic partnership with an organisation whose core business is supporting small-scale farmers.

Target 6.1.3 TFCG has a formalised MoU and fund-raising plan with the African Rainforest Conservancy and the African Rainforest Trust.

Objective 6.2 | To build the capacity of CBOs to engage in forest conservation including MJUMITA networks

Target 6.2.1 At least 10 MJUMITA networks are undertaking conservation action in TFCG project areas in the Eastern Arc Mountains and Coastal forests by 2022.

STRATEGY 7 | INSTITUTIONAL DEVELOPMENT AND RESOURCE MOBILISATION

CONTEXT

The organisational capacity assessment conducted in 2018, highlighted many strengths for the organisation including its focused mission, significant conservation impact, and its dedicated and skilled staff. The assessment also highlighted priority areas for development particularly on resource mobilisation and fund raising.



THEORY OF CHANGE FOR THE INSTITUTIONAL DEVELOPMENT AND RESOURCE MOBILISATION



OBJECTIVES AND TARGETS FOR STRATEGY 7 INSTITUTIONAL DEVELOPMENT AND RESOURCE MOBILISATION

Objective 7.1 | **To mobilize resources to achieve the TFCG strategic plan.**

Target 7.1.1 At least US\$ 2.5 million per year is available to support the implementation of TFCG's strategic plan between 2018 - 22, including at least US\$ 150,000 per year in unrestricted funding.

Target 7.1.2 At least 3 additional donors are supporting TFCG's work by 2022.

Target 7.1.3 At least 6 donors providing support at the start of the strategic planning, have committed support beyond the current 5-year planning period.

Objective 7.2 **To develop a team of highly motivated and skilled staff working together to achieve TFCG's mission with integrity and transparency and commitment**

Target 7.2.1 Staff skills, competencies and qualifications are being developed in accordance with a human resources development plan between 2018 and 22 directly benefiting at least 20% of staff members each year.

Target 7.2.2 Annual participation by project staff in committee meetings.

Objective 7.3 **To practice high standard of institutional governance including transparency, participation and accountability at all level**

Target 7.3.1 Regular update of TFCG governing policy and procedures.

Target 7.3.2 Compliance with national laws.

Target 7.3.3 All projects have at least one gender champion in place between 2018 - 22.

Target 7.3.4 Effective, gender-sensitive monitoring and evaluation systems are in place.

Target 7.3.5 All TFCG's annual institutional audit reports receive an 'unqualified' opinion.





4 | MONITORING, EVALUATING AND COMMUNICATING THE STRATEGIC PLAN

Monitoring and reporting

It is envisaged that all TFCG projects will monitor and report annually on the indicators applicable to their projects. It is the responsibility of the Project Managers to submit this data to the TFCG Executive Director. TFCG Annual reports will include an update on each of the targets. Progress relative to the targets will be reported annually to the TFCG Committee.

Evaluation

The strategic plan should be evaluated and reviewed during the second half of 2020, to review impact and relevance, and to make adjustments as required.

Communication

The strategic plan will be communicated publicly and shared proactively with partners in Government, Development Partners, Civil Society Organisations and Academia.

A Swahili version of the plan will be prepared, and a user-friendly summary shared with the communities with whom TFCG works.



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