Tanzania Forest Conservation Group

Shirika la Kuhifadhi Misitu ya Asili Tanzania

TANZANIA FOREST CONSERVATION GROUP STRATEGIC PLAN

2024 – 2028

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MESSAGE FROM THE TFCG COMMITTEE CHAIRPERSON AND TFCG EXECUTIVE DIRECTOR

It is 45 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 gazettement 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 1,278 km^2 of new protected areas. TFCG has improved the livelihoods of women and men in > 100 villages, including providing training to more than fifteen thousand people in microfinance, agroforestry and forest-based enterprises. TFCG's innovative work on sustainable charcoal has established a substantial revenue flow for community-managed forests. TFCG has raised awareness on the values that forests generate for Tanzania; and has advocated successfully for new policies supporting community-based forest management and sustainable forest-based enterprises.

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. These include the Governments and citizens of the United Republic of Tanzania, Switzerland, Denmark, the European Union, the United States of America, Germany and the United Kingdom. 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 World Land Trust, the Danish Outdoor Council, the JRS Biodiversity Foundation, the Miranda Trust, the Critical Ecosystem Partnership Fund, the World Bank Group, the United Bank of Carbon, SwissAid, the Newman's Own Foundation, Fondation Yves Rocher, the Global Nature Fund, the African Forest Forum, WWF, United States Agency for International Development (USAID), Mrs Tasneem A Lukmanji and the Eastern Arc Mountains Conservation Endowment Fund.

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 2024 / 28 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.

John Salehe
Chairperson

Charles Meshack
Executive Director

ACRONYMS

CBFM	Community Based Forest Management
CSO	Civil Society Organisation
EAM	Eastern Arc Mountains
FBD	Forestry and Beekeeping Division
Ha	Hectares
JFM	Joint Forest Management
Km	Kilometres
MJUMITA	Mtandao wa Jamii wa Usimamizi wa Misitu Tanzania
NGO	Non-Governmental Organisation
PFM	Participatory Forest Management
PO RALG	President's Office for Regional Administration and Local Government
TFCG	Tanzania Forest Conservation Group
TFS	Tanzania Forest Services Agency
VLFR	Village Land Forest Reserve
VLUP	Village Land Use Plan
WWF	Worldwide Fund for Nature

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1) INTRODUCTION

This plan sets out TFCG's strategic objectives and targets for the period 2024 – 2028. The plan provides a 5-year road map for TFCG in the pursuit of the organisation's mission and vision. This is TFCG's fourth 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 also supports the conservation of Tanzania's miombo woodlands and mangrove forests.

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 (2018-2023) strategic plan. The plan also reflects the vision and priorities of TFCG's committee, staff, communities, partners and other stakeholders, as were shared during the organisational capacity assessment and strategic planning process carried out in 2023.

The plan comprises seven strategic planning areas.

1. Participatory forest management
2. Community development
3. Environmental education
4. Communication and advocacy
5. Research
6. Partnership
7. Institutional development and resource mobilisation

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, include:

Sustainable Development Goals and Targets that TFCG's work contributes to:
Goal 1: End poverty in all its forms everywhere.
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.

Goal 5: Achieve gender equality and empower all women and girls.
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.

Goal 13: Take urgent action to combat climate change and its impacts.
Target 13.3 Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

Goal 15: Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss.
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.

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 1998, the National Environmental Policy 1997, the National Climate Change Strategy 2012 and Tanzania's *Nationally Determined Contribution to the United Nations Framework Convention on Climate Change (UNFCCC).*

Sustainable Village Forest Management in Morogoro. Photo by: Arnold Tibaijuka, 2020

TFCG's strategic plan within the broader environmental, political and economic context

Forests and deforestation

There are approximately 45 - 48 million ha of forest and woodland in Tanzania of which 26 million ha are on village land and the remainder is in Government reserves. Although there are extensive areas of woodland and forest in Tanzania, deforestation is increasing. Most deforestation occurs on village land where the annual net deforestation rate has increased from 350,000 hectares (1987 – 2021) to 608,000 hectares (2011 to 2021)[1]. Since 1987, Tanzania has lost one third of its village land forests. Deforestation also occurs within protected areas. For example, the annual deforestation rate in Nilo Forest Reserve persists at -1.8%, close to the overall national average. Most deforestation in Tanzania is driven by demand for agricultural land. Fire and illegal harvesting of trees for timber and woodfuel are also significant threats to Tanzania's forests. Climate change will have profound effects on the forests' ecology and biodiversity. Other threats include wildlife trade, invasive species, and infrastructure development.

Tanzania is in the early transition stage of the forest transition model. Typically, this is a phase in which a country goes from having approximately 50 percent forest cover to less than 15 percent forest cover. If Tanzania follows this trajectory, then around 34 million hectares of forest will be cleared before Tanzania reaches 15 percent forest land cover (~ 14 million hectares) when the deforestation rate is predicted to decline. At the current rate of deforestation, this would occur roughly by 2100, with most village land forests cleared by 2060. In this context, a key challenge for TFCG 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 7,800 km² of 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 100 years.

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, while most 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, the National Forest Policy Implementation Strategy (2021 / 31), 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 2021/22 – 2025/26 5-year development plan is '*Realising Competitiveness and Industrialisation for 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 2025 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 the multiparty elections came into effect in 1995. The 6th Phase Government, under President Samia Suluhu Hassan, recognizes the inseparability of freedom and development.

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1   Doggart et al 2023 https://doi.org/10.1088/1748-9326/accbd6

Economics and poverty

According to the latest census, the population in 2022 was 61.7 million, while the average annual GDP growth rate between 2020 – 2022 was 4.9%, with inflation at 3.3%, in July 2023. Whilst the overall economy has grown, growth in per capita incomes is significantly slower due to the high population growth rate (3.2% per annum in 2022). Similarly, whilst the poverty rate has declined from 34.4% in 2007 to 26.4% in 2017/18, the number of people living in poverty has increased over the last decade with approximately 15 million people still living in poverty. Poverty is most prevalent in rural areas.

2) TFCG ACHIEVEMENTS 2018 – 2023

During the last strategic planning period (2018 – 2023) TFCG aimed to bring about change in seven areas: participatory forest management, community development, environmental education, communication & advocacy, research, partnership, and institutional development. The key achievements in these seven 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.

2018 – 2023 Target: At least an additional 250 km^2 of forest in the EAM and Coastal Forests is included in CBFM areas by 2022.

2018 – 2023 TFCG Achievements: 1,278 km^2 of additional forest was included in community-based forest management areas between 2018 and 2023.

2018 – 2023 Target: 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.

2018 – 2023 TFCG Achievements: Annual deforestation rates in Mkingu, Chome and Rondo Nature Reserves were less than 0.5%

(2018 – 2020) while in Amani, Kilombero, Magamba, Magombera and Uzungwa Scarp Nature Reserves, annual rates were lesson that 0.25% (2020 – 2023).

2018 – 2023 Target: Unplanned annual deforestation rates in 100,000 ha of forest in at least 50 VLFRs are less than -0.5 % per year by 2022.

2018 – 2023 TFCG Achievements: At least 15 VLFRs with 59,835 ha of forest had deforestation rates less than 0.5% per year in 2023.

2018 – 2023 Target: 50 VLFRs in EAM and CF covering at least 100,000 ha are gazetted and have JB Maps by 2022.

2018 – 2023 TFCG Achievements: 51 VLFRs in EAM and CF covering 168,240 ha were gazetted and have JB Maps. 30 VLFRs were added to the World Database of Protected Areas.

2018 – 2023 Target: At least 50 villages are earning at least US$ 2,500 per year in fees from their VLFRs by 2022.

2018 – 2023 TFCG Achievements: 33 TFCG-supported villages earned an average of TZS 11,273,000 (US$ 4,658) per village per year.

2018 – 2023 Target: At least 30 villages are earning incomes from two or more sustainable, forest-based enterprises by 2022.

2018 – 2023 TFCG Achievements: 22 villages earned income from two forest products (charcoal and timber) thereby diversifying their revenues.

2018 – 2023 Target: 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.

2018 – 2023 TFCG Achievements: TFCG facilitated cooperation between TFS and communities in the management of eight high biodiversity Nature Reserves: Amani, Chome, Kilombero, Magamba, Magombera, Mkingu, Nilo, Uzungwa Scarp, and Rondo.

2018 – 2023 Target: Support local government to generate at least US$ 10,000 per year per district in 4 districts by 2022 from CBFM forest products.

2018 – 2023 TFCG Achievements: TFCG supported 7 local government authorities (Kilosa, Mvomero, Morogoro Rural, Kilolo, Nachingwea, Ruangwa and Liwale) to generate income from CBFM forest products. For example, Liwale earned US$ 13,982 from sustainable timber in 2022.

Village Patrol Team from Ihombwe village in Kilosa District. Photo by Arnold Tibaijuka, 2022

Community Development Strategy

By building the capacity of communities to earn incomes from sustainable forest-based enterprises; diversify livelihoods and access microfinance, TFCG aimed to reduce poverty; motivate sustainable forest management and improve social services and infrastructure in forest-adjacent communities.

2018 – 2023 Target: 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).

2018 – 2023 TFCG Achievements: 20,363 people (11,972 women) from 61 villages benefited from income-generating activities supported by TFCG, including Allanblackia nut collection, conservation agriculture and village saving and loan associations

2018 – 2023 Target: Climate change resilience has been increased in at least 30 forest-adjacent communities by 2022.

2018 – 2023 TFCG Achievements: TFCG has trained 5,183 people (2,413 women) on improved agricultural practices, including climate resilient techniques, and have supported 14,504 people (9,159 women) to participate in village savings and loan associations.

2018 – 2023 Target: At least 100 communities provided with agroforestry support with at least 1 million trees planted, in ways that improve livelihoods and the environment.

2018 – 2023 TFCG Achievements: 128 communities have benefited from agroforestry support with two million trees planted.

2018 – 2023 Target: 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).

2018 – 2023 TFCG Achievements: Sustainable charcoal and timber are contributing to improved livelihoods for women and men in 33 communities in the EAM and CF, with a total income to producers of TZS 1.4 billion (US$ 0.6 million).

2018 – 2023 Target: At least 50 communities are benefiting from improved management of forest ecosystem services by 2022.

Kisongwe village dispensary was financed with revenues from sustainable charcoal production in the Land Forest Reserve.

2018 – 2023 TFCG Achievements: 61 communities have benefited from improved management of forest ecosystem services as a result of TFCG support.

2018 – 2023 Target: At least 10 communities in Lindi are benefiting from REDD+ under a sustainable financing and management model.

2018 – 2023 TFCG Achievements: 33 communities in Lindi, Mtwara and Morogoro Region are involved in REDD+ after TFCG partnered with Village Climate Solutions Limited (VCSL). Additionally, 4 communities in Morogoro and Iringa Regions are benefiting from a forest restoration initiative through a partnership between TFCG and Udzungwa Corridor Ltd.

2018 – 2023 Target: At least 40 villages have improved social services and/or infrastructure paid for using CBFM revenues by 2022 (20 villages by mid-2020).

2018 – 2023 TFCG Achievements: 33 communities have improved social services as a result of TZS 985 million in CBFM revenues that have been invested in health and education facilities and infrastructure. 274 community development projects have been financed with revenue from Village Land Forest Reserves.

A woman from Mbuyuni village in Kilosa District fetching water from a borehole water pump which was constructed using revenues from sustainable charcoal revenues from Mbuyuni VLFR, and is managed by Mbuyuni Village Natural Resource Committee on behalf of the village.

Mlilingwa primary school has gained a new classroom paid for using sustainable charcoal revenues from the Mlilingwa Village Land Forest Reserve.

A primary school pupil from Ulaya Mbuyuni Primary School (Kilosa District) enjoying clean and safe water services funded using revenues from sustainable charcoal sales under CBFM.

Environmental Education Strategy

By building the capacity of teachers and local government to provide students with environmental education, TFCG aimed to increase students' understanding of forest values and conservation, improve learning outcomes and enhance students' economic opportunities.

2018 – 2023 Target: 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 2023.

2018 – 2023 TFCG Achievements: By 2023, 138 schools are practicing the eco-schools approach, of which 20 Schools have been awarded the International Green Flag by the Foundation for Environmental Education in recognition of their environmental education excellence. Through the eco-school approach 27,000 students have been involved in student parliaments promoting good school governance and sustainability, while 49,000 students have engaged in micro-projects for schools' revenue generation and sustainability.

2018 – 2023 Target: 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 2023.

2018 – 2023 TFCG Achievements: 1,260 teachers from 165 schools in the EAM and Coastal Forests were provided environmental education skills and were integrating environmental education into their teaching by 2023.

2018 – 2023 Target: 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 2023.

2018 – 2023 TFCG Achievements: 8 districts were supporting Eco Schools with resource persons and one district allocated TZS 24 million to environmental education, by 2023.

2018 – 2023 Target: 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.

2018 – 2023 TFCG Achievements: TFCG has trained 114 District Officers in nine Eastern Arc and Coastal Forest Districts on environmental education and the eco-school approach.

2018 – 2023 Target: At least one other NGO is supporting the eco-schools approach in rural communities in Tanzania.

2018 – 2023 TFCG Achievements: Two additional NGOs (SwissAid and NatureTanzania) are supporting the eco-school approach in rural Tanzania, following TFCG training and support.

Hon David Silinde (MP-centre), former Deputy Minister with PORALG together with other stakeholders, holding a green Flag provided to Mkindo Primary School in Mvomero DC in recognition of its environmental excellence. Photo by Leah Mollel.

Research Strategy

TFCG aimed 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.

TFCG's research achievements include:

2018 – 2023 Target: 20 young Tanzanian scientists supported to conduct research relevant to the conservation of the EAM and CF.

2018 – 2023 TFCG Achievements: Seven Tanzanian Masters students were supported to carry out research and more than 15 students gained practical experience on TFCG projects.

2018 – 2023 Target: At least 3 research recommendations from TFCG publications are adopted by other stakeholders by 2022.

2018 – 2023 TFCG Achievements: Research recommendations for a national charcoal strategy, a CBFM action plan and changes to forest regulations have been adopted by stakeholders.

2018 – 2023 Target: Better information and guidelines are available on natural regeneration and forest restoration.

2018 – 2023 TFCG Achievements: TFCG research has identified 132,000 hectares of natural forest regeneration per year, across Tanzania, and collected new data on drivers of regeneration and factors affecting regeneration rates.

2018 – 2023 Target: TFCG contributes to at least 10 peer-reviewed scientific publications on forest conservation.

2018 – 2023 TFCG Achievements: TFCG staff have been co-authors on over 10 peer-reviewed scientific publications, including:

Ahrends, A., et al. 2021. Detecting and predicting forest degradation: A comparison of ground surveys and remote sensing in Tanzanian forests. Plants People Planet 3, 268–281. https://doi.org/10.1002/ppp3.10189

Doggart, N., Ruhinduka, R., Meshack, C.K., Ishengoma, R.C., Morgan-Brown, T., Abdallah, J.M., Spracklen, D.V., Sallu, S.M., 2020. The influence of energy policy on charcoal consumption in urban households in Tanzania. Energy for Sustainable Development 57, 200–213. https://doi.org/10.1016/j.esd.2020.06.002

Doggart, N., Mugasha, W.A., Mpiri, A., Morgan-Brown, T., Sallu, S.M., Spracklen, D.V., 2023. Agricultural fallows are the main driver of natural forest regeneration in Tanzania. Environ. Res. Lett. 18, 054008. https://doi.org/10.1088/1748-9326/accbd6

Doggart, N., Morgan-Brown, T., Lyimo, E., Mbilinyi, B., Meshack, C.K., Sallu, S.M., Spracklen, D.V., 2020. Agriculture is the main driver of deforestation in Tanzania. Environmental Research Letters 15, 034028. https://doi.org/10.1088/1748-9326/ab6b35

Gaworek-Michalczenia, M.F., Sallu, S.M., Di Gregorio, M., Doggart, N., Mbogo, J., 2022. Evaluating the impact of adaptation interventions on vulnerability and livelihood resilience. Climate and Development 1–17. https://doi.org/10.1080/17565529.2021.2018987

Hermans, T.D.G., Smith, H.E., Whitfield, S., Sallu, S.M., Recha, J., Dougill, A.J., Thierfelder, C., Gama, M., Bunderson, W.T., Museka, R., Doggart, N., Meshack, C., 2023. Role of the interaction space in shaping innovation for sustainable agriculture: Empirical insights from African case studies. Journal of Rural Studies 100, 103012. https://doi.org/10.1016/j.jrurstud.2023.103012

TFCG, 2020. Sustainable charcoal and

beyond. Ensuring sustainable charcoal production and use as Tanzania transitions to cleaner fuels. TFCG Technical Report 47.

TFCG have also commissioned or supported additional research, including:

Hepelwa, A.S. and J.P. Mrema 2022. Financial sustainability for forest-based enterprises community-based forest management areas in Tanzania. TFCG Technical Paper 51.

Jeckoniah, J. and S. Augustino 2022. Addressing gender disparities in CBFM in Tanzania. TFCG Technical Paper 50.

Kalonga, S. 2021. Charcoal certification in community-based forest management areas in Tanzania. TFCG Technical Paper 49.

Kalonga, S. 2020. Charcoal certification in Tanzania: history, context and options for the future. TFCG Technical Paper 46.

Kilemo, D. and S. Nyagawa 2021. Finding solutions to community-based forest management challenges. TFCG Technical Paper 48.

Mtimbanjayo, J.R., Sangeda, A.Z., 2018. Ecological effects of cattle grazing on miombo tree species regeneration and diversity in central-eastern Tanzania. Journal of Environmental Research 2, 1–7.

Mtui et al., 2022 Elevational distribution of montane Afrotropical butterflies is influenced by seasonality and habitat structure. PLOS One 17(7): e0270769. https://doi.org/10.1371/journal.pone.0270769.

Sangeda, A.Z., Maleko, D.D., 2018. Regeneration Effectiveness Post Tree Harvesting in Natural Miombo Woodlands, Tanzania. Journal of plant sciences and agricultural research 2, 1–7.

Communication and Advocacy Strategy

TFCG aimed to increase awareness of forest values, threats and policy options; support communities and other stakeholders to advocate for policy change to reduce deforestation; and increase awareness on stakeholders' roles and responsibilities in promoting good forest governance and participatory forest management.

2018 – 2023 Targets 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.

2018 – 2023 TFCG Achievements Tanzania adopted a National Community-Based Forest Management Action Plan in 2022, and a National Charcoal Strategy in 2022. TFCG supported the Ministry of Natural Resources and Tourism in the development of the two policy documents. Both are supportive of scaling-up CBFM and sustainable forest-based enterprises, including charcoal. Throughout this period, TFCG has worked closely with the Ministry of Natural Resources and Tourism, the President's Office for Regional Administration and Local Government, and the Parliamentary committees for environment and natural resources, in policy development and implementation.

2018 – 2023 Targets Increased awareness of forest-adjacent communities of the value of Eastern Arc Mountain and Coastal Forest ecosystem services.

2018 – 2023 TFCG Achievements: TFCG have worked with journalists to raise awareness on forest values and threats resulting in over 244 newspaper articles, 127 television items, 86 radio programmes. Awareness raising events have been held in over 100 communities.

2018 – 2023 Targets Representatives of forest-adjacent communities and other CSOs are advocating for improved forest governance.

2018 – 2023 TFCG Achievements TFCG has provided support to the Community Forestry Network of Tanzania (MJUMITA) including building capacity at national and local level. This has included training to over 40 local MJUMITA

networks to advocate for improved forest governance and has improved community access to legal support in addressing forest crimes. Seven long-standing disputes over forest tenure were resolved through this capacity support.

2018 – 2023 Targets Increased awareness and understanding of gender issues in the context of participatory forest management.

2018 – 2023 TFCG Achievements: TFCG has widely communicated new research on gender and CBFM including in the media and in communities. This builds on new research commissioned by TFCG on gender and CBFM. TFCG also adopted an institutional gender strategy and staff have been trained on gender issues. Each project now has a gender champion and a monitoring and evaluation plan with indicators assessing TFCG's impact on gender issues.

Partnership Strategy

2018 - 2023 Targets TFCG is working with at least 8 organizations in joint initiatives by 2022.

2018 – 2023 TFCG Achievements: TFCG has worked in partnership with 14 institutions between 2018 – 2023 including: the Tanzania Community Forest Conservation Network (MJUMITA), Tanzania Wildlife Research Institute (TAWIRI), Nature Tanzania, Tanzania Sustainable Energy Development Organization, ONGAWA Engineering for Human Development, Sokoine University of Agriculture, University of Leeds, Faida Mali, FORVAC, Amani Friends of Nature, University of Dar es Salaam - Department of Botany, Natural History Museum of Utah, and University of Utah and SwissAID.

2018 – 2023 Target TFCG has a formalised MoU with the African Rainforest Conservancy and the African Rainforest Trust.

2018 – 2023 TFCG Achievements: MoU and Fund-raising plan formalized with the Rainforest Conservancy and the African Rainforest Trust.

2018 – 2023 Target At least 10 MJUMITA networks are undertaking conservation action in TFCG project areas in the Eastern Arc Mountains and Coastal forests.

2018 – 2023 TFCG Achievements: 40 MJUMITA local networks have been actively promoting forest conservation and good forest governance in the Eastern Arc Mountains and Coastal forests.

Institutional Development and Resource Mobilisation Strategy

2018 – 2023 Target At least US$ 2.5 million per year is available to support the implementation of TFCG's strategic plan, including at least US$ 150,000 per year in unrestricted funding.

2018 – 2023 TFCG Achievements: Revenue for the implementation of the TFCG strategic plan has ranged between US$ 1.8 million in 2021 to US$ 3 million in 2018 with a 5-year average annual income of US$ 2.35 million. This has included at least US$ 150,000 per year in unrestricted and institutional funding.

2018 – 2023 Target At least three additional donors are supporting TFCG's work.

2018 – 2023 TFCG Achievements: More than three additional donors are supporting TFCG's work including the Yves Rocher Foundation, On the Edge and the JRS Biodiversity Foundation. Overall, we have received support from 18 different donors and partners.

2018 – 2023 Target At least six donors providing support at the start of the strategic planning, have committed support beyond 2022.

2018 – 2023 TFCG Achievements: Donors who have provided support in 2018 and continue to support us beyond 2022 include the African Rainforest Trust, the African Rainforest Conservancy, **US AID**, European Union, the World Land Trust and the Danish Outdoor Council.

2018 – 2023 Target At least two non-grant based funding sources are contributing to TFCG's operations by 2022.

2018 – 2023 TFCG Achievements: Two non-grant based carbon projects are contributing to TFCG's operations in 2023 including one REDD+ project and one reforestation project.

2018 – 2023 Target 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.

2018 – 2023 TFCG Achievements: 90% of TFCG staff received training, either in short courses or through workplace training. This has included training on gender at MS TCDC and fund-raising at the Eastern and Southern African Management Institute. Other training was provided by external professionals and senior TFCG staff, at the TFCG Head Offices.

2018 – 2023 Target Regular update of TFCG governing policy and procedures.

2018 – 2023 TFCG Achievements: TFCG has updated its Financial Policies and Proceures, Human Resources Manual and Information and Communication Technology Policy. TFCG adopted a revised constitution in 2021. TFCG also developed a Gender Strategy (2020 – 2025), a Succession Plan and a Code of Conduct. TFCG developed Propety/Asset Management Policy,.

2018 – 2023 Target Compliance with national laws.

2018 – 2023 TFCG Achievements: TFCG is complying with national laws and regulations, including submitting statutory documents to the Government such as annual reports.

2018 – 2023 Target All projects have at least one gender champion in place

2018 – 2023 TFCG Achievements: Each TFCG project has a designated gender champion.

2018 – 2023 Target All TFCG's annual institutional audit reports receive an 'unqualified' opinion.

2018 – 2023 TFCG Achievements: All TFCG Institutional Audit reports received an 'unqualified' opinion.

TFCG Board Members, TFCG Management and staff members in a group photo in Dar es Salaam, Photo by Bettie Luwuge, 2022,

TFCG's Goal for 2024 to 2028

There is more effective, sustainable and equitable management of Tanzania's high biodiversity forests and strategies to address direct and indirect drivers of deforestation are being implemented successfully in the Eastern Arc Mountain, Coastal, Miombo and Mangrove Forests in ways that bring tangible benefits to women, men, and youth living in forest-adjacent villages; enhance good governance; promote gender equity; and generate positive results for climate change adaptation and mitigation.

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

Strategy 1. Participatory Forest Management

Context

Policy: Tanzania's National Forest Policy of 1998 and the National Forest Policy Implementation Strategy 2021 / 31 support the participation of all stakeholders in forest management and conservation. The National Community-Based Forest Management (CBFM) Action Plan 2021 – 2031 sets a target to increase the area under CBFM to 16 million hectares by June 2031.

Community-Based Forest Management: Approximately ten percent of village land forests, or 2.3 million hectares, were under community-based forest management (CBFM) in 2022. There is significant potential to scale-up CBFM to the remaining 90 percent 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. Over the next five years, there is a need to place more emphasis on improving management effectiveness for Village Land

Forest Reserves (VLFRs) and strengthening their legal status.

CBFM sustainability is a key issue. Sustainability can be enhanced when communities generate revenue from their VLFRs. CBFM revenues can pay reserve management costs and incentivize CBFM. 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 from sustainable charcoal and timber. By generating revenues, the sustainability of CBFM is significantly enhanced. Despite the potential benefits of CBFM, local and central government are still not investing. Instead, CBFM has been largely financed with donor funds. This also reflects opposition from some stakeholders surrounding the sustainability and governance of the model. There remains an urgent need to provide decision-makers with clearer evidence on the positive outcomes of CBFM.

Joint Forest Management: the National Forest Policy supports joint management of central and local government forest reserves between government and communities. TFCG has supported formalised joint forest management in Chome, Mkingu and Uzungwa Scarp Nature Forest Reserves. However, JFM has faced regulatory, financial and political challenges. 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. However, TFCG's experience indicates that innovation is needed to promote cooperation between communities and the Tanzania Forest Services Agency to improve management effectiveness of Tanzania's most biologically unique forests.

Theory of Change

If the area of forest under participatory forest management (PFM) is expanded;

and

if the management effectiveness of reserves under PFM is improved;

and

if sustainability of PFM is enhanced through increased political support, stakeholder collaboration and well-governed revenues for communities and Government;

then

deforestation will be reduced;

and

rural communities will benefit from improved livelihoods;

and

biodiversity and other ecosystem services will continue to benefit the present and future generations.

Objectives and Targets for Strategy 1 – Participatory Forest Management

Objective 1.1 Scale-up CBFM in the Eastern Arc Mountains, Coastal, Miombo and Mangrove Forests

Target 1.1.1 At least an additional 2,000 km^2 of forest is included in CBFM areas by 2028, including at least 500 km^2 of high biodiversity forests.

Objective 1.2 To reduce deforestation in forests under PFM.

Target 1.2.1 Annual deforestation rates in Chome, Mkingu, Uzungwa Scarp, Kilombero, Amani, Magombera, Rondo and Nilo Nature Reserves are less than 0.6 percent per year by 2028.

Target 1.2.2 Unplanned annual deforestation rates in 2,500 km^2 of forest in at least 50 VLFRs are less than 0.6 percent per year by 2028.

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 additional VLFRs in EAM and CF covering at least 2,000 km^2 are gazetted and have JB Maps by 2028.

Objective 1.4: **To increase and diversify incomes to communities practising Participatory Forest Management; improve fund governance and support increased LGA and TFS revenues.**

Target 1.4.1 At least 50 villages are earning at least US$ 2,500 per year per village in fees from their VLFRs and Payments for Ecosystem Services, by 2028.

Target 1.4.2 At least 30 villages have diverse revenue streams and are earning incomes from two or more sustainable, forest-based enterprises or Payments for Ecosystem Services (PES) initiatives, by 2028.

Target 1.4.3 TFS and LGAs earn at least US$ 1,000 and US$ 5,000 per year per district from their respective fees in at least 3 districts with TFCG-supported forest-based enterprises by 2028.

Objective 1.5: To promote sustainable long-term support from local government and / or other entities to communities in implementing CBFM.

Target 1.5.1 Communities in at least 4 districts are receiving technical support worth at least TZS 4 million / year to communities to implement CBFM from local government or other entities without external donor funding by 2028 (2 districts by mid-2025).

Objective 1.6: To promote cooperation between TFS and local communities in managing high conservation value forests.

Target 1.6.1 TFS and communities are regularly cooperating in managing at least five high biodiversity EAM forests, including Uzungwa Scarp, Rondo, Magombera, Amani and Nilo Reserves by 2028.

Objective 1.7: To mobilise resources to manage EAM and CF Nature Forest Reserves.
Target 1.7.1 TFCG mobilise resources, including at least US$ 2 million in funding, to contribute to managing Tanzania's Eastern Arc Mountain and Coastal Forest Nature Reserves over 5 years (2024 – 2028).

Box 1. TFCG and Payments for Ecosystem Services

Payments for ecosystem services can provide substantial, reliable, long-term financing for forest conservation. They can contribute to the direct costs of forest conservation such as boundary-marking, forest patrols and outreach. PES can also cover the opportunity cost to communities, and other land-owners, of allocating land to natural forest conservation. They include payments for water and biodiversity ecosystem services and for climate change mitigation including reducing emissions from deforestation and sequestering carbon through reforestation. TFCG have been involved in PES projects for over a decade including payments for water and climate ecosystem services. For example, TFCG facilitated the development of the first community-owned, CCB Gold Standard Reducing Emissions from Deforestation and forest Degradation (REDD+) project, in Africa. Since 2023, TFCG has partnered with Reterra, a UK-based company, on two payments for climate ecosystem services projects in Lindi (REDD+) and Iringa / Morogoro Region (reforestation). In implementing PES projects, TFCG is committed to placing the rights and well-being of communities at the forefront of projects' design and implementation. TFCG's PES projects must also benefit biodiversity and generate real emission reductions. PES projects impact on several TFCG strategies including participatory forest management, community development and advocacy. The 5-year strategy includes PES-related targets under these strategies. Over the next 5 years, TFCG will expand and diversify its engagement with PES projects. PES projects are both an opportunity and a risk. In expanding the portfolio of PES projects, TFCG will take particular care in selecting partners and in project design and implementation, ensuring that projects deliver positive outcomes for communities, biodiversity and climate.

Strategy 2. Community Development

Context

Tanzania's 5-yr development plan (2021/22 – 2025/26) has a theme of realising competitiveness and industrialization for human development that aims to increase efficiency and productivity in manufacturing using the resources available in abundance within the country. Recent government research has highlighted that the forest sector's contribution to the national economy is undervalued, particularly in rural areas.

Many forest-adjacent communities in Tanzania 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 skills and resources. Many households are vulnerable and are at particular risk from climate change. Women are often marginalised in decision-making and opportunities.

TFCG's strengths include being a national leader on sustainable forest-based enterprises. TFCG has staff experienced in diversifying livelihoods; building community capacity on micro-finance and agroforestry; addressing gender inequality; and engaging in payments for ecosystem services including REDD+ and reforestation. Challenges include local government capacity to scale-up and support more diverse livelihoods, policies limiting communities from benefitting from forest-based enterprises (charcoal, carbon, butterfly-farming), the negative impact of climate change on livelihoods eroding gains made through project interventions, and land and forest tenure conflicts.

Theory of Change

If communities can generate increased incomes from forest-based enterprises and agroforestry;

and

if communities can diversify their livelihoods by engaging in other economic activities including market-oriented forest-based enterprises or by starting new small businesses using loans from village savings and loans associations;

and

if communities have secure rights to access forest products and other environmental services provided by sustainably-managed forests;

and

if communities can generate revenues for improved public services and infrastructure using funds generated from village land forest reserves;

and

if women, youth and marginalised social groups can benefit equitably from forests and TFCG's projects

then

poverty will be reduced and households will be more resilient to climate change;

and

communities will be motivated to protect forests and the ecosystem services that the forests provide.

Objectives and Targets for Strategy 2 – Community Development

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 At least 5,000 women, men and youth from 50 villages adjacent to EAM and Coastal Forests are earning revenues from forest-based enterprises (charcoal, timber, eco-tourism, PES etc) by 2028 (1,500 from 30 villages by mid-2025).

Target 2.1.2 At least 30 forest-adjacent communities have benefited from interventions to enhance climate change resilience, by 2028.

Target 2.1.3 At least 100 communities have received agroforestry support with at least 1 million trees planted to improve livelihoods and the environment.

Objective 2.2: To support improved social services, infrastructure and governance in forest-adjacent communities.

Target 2.2.1 At least 50 villages have improved social services and/or infrastructure paid for using CBFM and PES revenues by 2028 (25 villages by mid-2025).

Target 2.2.2 At least 30 villages benefit from improved governance through village land use planning, and governance and inclusivity training by 2028.

Women in Chaima village enjoying water services paid for with revenues from sustainable charcoal and timber harvesting. Photo by Arnold Tibaijuka, 2022

Strategy 3. Environmental Education

Context

Improving education is essential to rural poverty reduction. While primary school enrolment in Tanzania, has increased from 59% in 2000 to 97% in 2021, the quality of education remains poor. On average the pupil : qualified teacher ratio is 62:1. The are 3 children to every text book and there are shortages of desks, chairs, toilets and hand-washing facilities.

The Ministry of Education and Vocational Training adopted a new education policy in 2014. The 2014 policy 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's strengths in this area include our well-trained staff, teaching and training resources, and our position as the Tanzania partner in the Foundation for Environmental Education. Opportunities include the network of already-established eco-schools, the support that we have received from Local Government and the Ministry of Education, and the UNESCO school greening programme. Challenges include low awareness on the eco-school programme, transfer of teachers trained in the eco-school approach, limited teaching materials for secondary schools, and increasing the number of eco-schools, including faith-based schools.

Theory of Change

If teachers in forest-adjacent schools are trained, provided with teaching materials and motivated to integrate environmental education into their teaching;

and

if the Ministry of Education, Tanzania Institute of Education and Local Government Authorities support and motivate schools to provide students with environmental education;

then

students will be more informed about forest values and conservation, and will be more motivated and capable of contributing to forest conservation and addressing environmental issues in their schools and beyond;

and

students will have improved learning outcomes and will be more likely to continue in formal education;

and

students will have more economic opportunities and better livelihoods, when they leave school.

Objectives and Targets for Strategy 3 – Environmental Education

Objective 3.1 Scale up the provision of environmental education to primary and secondary schools in forest-adjacent villages.

Target 3.1.1 At least 100 schools in forest-adjacent villages have been awarded Green Flags in accordance with the globally recognized eco-school approach, by 2028.

Target 3.1.2 Teachers in at least 250 schools in forest-adjacent villages are providing environmental education to their students, by 2028.

Target 3.1.3 Scaling-up of environmental education is supported by national policy tools (policies, plans and guidelines), and decision-makers (Tanzania Institute of Education, Ministry of Education, PO RALG).

Objective 3.2 Build the capacity of government and other stakeholders to deliver and sustain environmental education in schools in forest-adjacent villages in ways that promote gender equality and respect for human rights.

Target 3.2.1 At least eight district councils are allocating resources (funding, personnel time, teaching materials) to support environmental education in schools in forest-adjacent villages, by 2028.

Target 3.2.2 There are District Education Officers and Ward Education Officers trained in the provision of environmental education in ways that promote gender equality and a human rights-based approach, in at least 15 Districts, by 2028.

Target 3.2.3 At least three additional NGOs are supporting the eco-schools approach in rural communities in Tanzania, by 2028.

Target 3.2.4 Two eco-school textbooks (1 for primary schools, 1 for secondary schools), published and officially endorsed by the Tanzania Institute of Education by 2028.

A tree nursery raising a variety of trees seedlings including those promoting agro forestry in Lindi.
Photo by Raymond Nlelwa, 2023
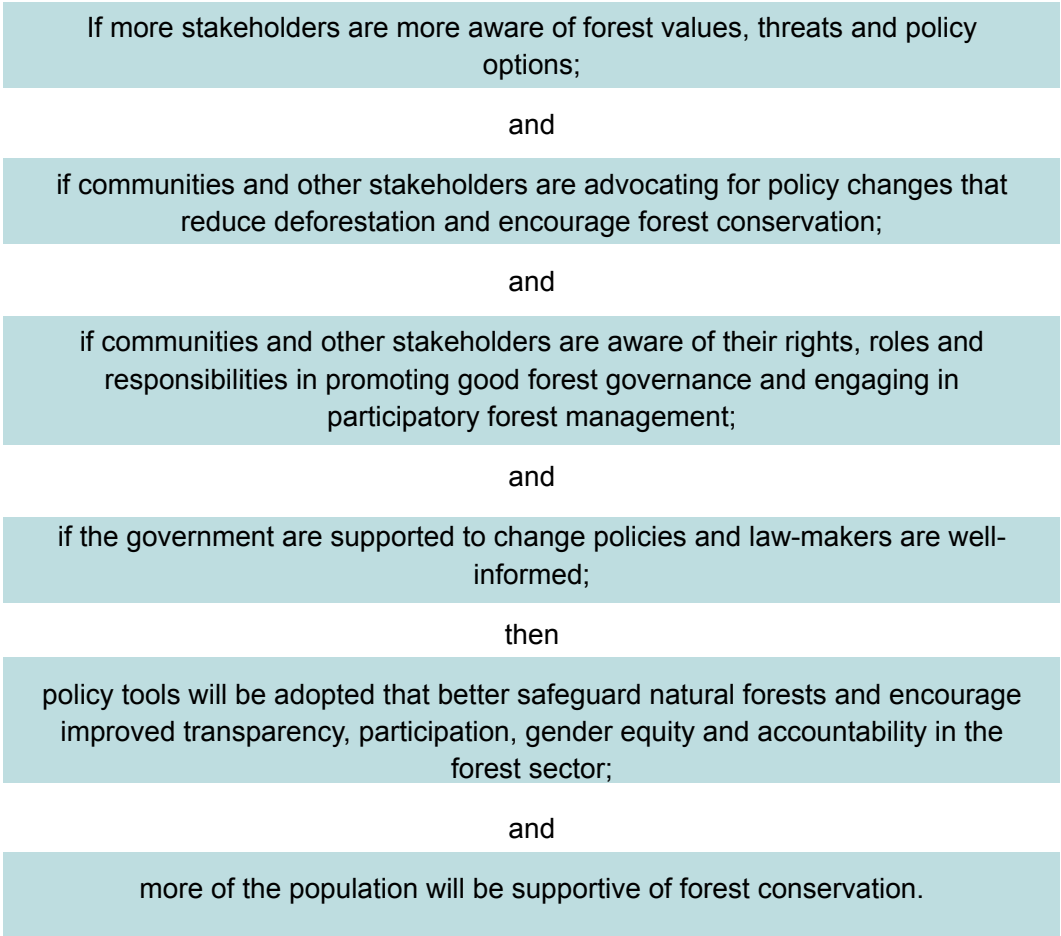
Strategy 4. Communication and Advocacy

Context

The TFCG's Communication and Advocacy Strategy aims for policy supportive of sustainable and participatory forest management. Engaging government officials in constructive dialogue and using diverse media outlets, including a revamped website and dynamic social media presence, will enhance TFCG's influence. By altering mindsets, highlighting forests' value, and raising public awareness, the strategy aims to drive lasting change.

TFCG's strengths include our experienced staff and well-established networks with policy-makers, other NGOs and media. Opportunities include increasing social media use in forest-adjacent communities, and the growing body of evidence on forest values from TFCG and other institutions' research. Recent policy support for CBFM, sustainable charcoal, reducing deforestation and biodiversity conservation, provide a foundation for advocating for stakeholder action on forest conservation. Challenges include the need to repeat awareness raising with individuals in key government posts due to personnel transfers; policy tools limiting community benefits from CBFM; low prioritisation of forest issues in the overall political agenda; and governance challenges often arising around local and national election times.

Theory of Change

If more stakeholders are more aware of forest values, threats and policy options;

and

if communities and other stakeholders are advocating for policy changes that reduce deforestation and encourage forest conservation;

and

if communities and other stakeholders are aware of their rights, roles and responsibilities in promoting good forest governance and engaging in participatory forest management;

and

if the government are supported to change policies and law-makers are well-informed;

then

policy tools will be adopted that better safeguard natural forests and encourage improved transparency, participation, gender equity and accountability in the forest sector;

and

more of the population will be supportive of forest conservation.

Objective 4.1 Working with the Tanzania Forest Services Agency and the Forestry and Beekeeping Division, policies are in place that safeguard forest ecosystem services and gender equity, 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 2028.

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

Target 4.1.3 Evidence of the socio-economic benefits of sustainable, participatory forest management have been communicated to government officials, elected representatives and other stakeholders annually.

Target 4.1.4 REDD+ social and environmental safeguards are in place with transparent reporting.

Objective 4.2 To build the capacity of communities and other stakeholders to promote good forest governance.

Target 4.2.1 At least 50 community-based organisations, including local MJUMITA networks, are actively promoting good forest governance, gender equity and awareness on forest issues around high-biodiversity forests, by 2028.

Target 4.2.2 At least five other national NGOs, including MJUMITA, are collaborating with TFCG to promote good forest governance by 2028.

Objective 4.3 To increase knowledge and appreciation of the ecosystem services generated by Tanzania's forests.

Target 4.3.1 At least 10 radio programmes, 20 television programmes and 50 newspaper articles communicate forests' values and threats annually, through TFCG's communication work.

Target 4.3.2 Annual meetings with the Forestry and Beekeeping, PO RALG and Tanzania Forest Services leadership, and at least one parliamentary committee and Minister to increase awareness and support for forest conservation.

Target 4.3.3 TFCG has at least 2,000 social media followers and is producing regular (at least monthly) social media updates on forest values, threats and conservation.

Target 4.3.4 Increased awareness of the biodiversity, water and climate services of the Eastern Arc Mountains, Coastal Forests, miombo and mangroves and the threats to those services, among communities and local government relative to 2012 values, by 2026.

Strategy 5. Research

Context

Over the last five years, TFCG has contributed to research topics including rates and drivers of forest cover change, sustainable charcoal, forest policy, forest product certification, and gender. Research gaps remain on forest product value chains, biodiversity values and threats, gender, and the impact of conservation interventions, including the eco-school programme.

Between 2018 and 2023, TFCG partnered successfully with several national research institutions including the Tanzania Forestry Research Institute, Tanzania Wildlife Research Institute, Sokoine University of Agriculture, the University of Dar es Salaam and the Udzungwa Ecological Monitoring Centre. TFCG has also worked successfully with international research institutions including University of Leeds and the World Conservation Monitoring Centre, in the UK, Missouri Botanical Gardens, Natural History Museum of Utah and University of Utah, in the USA, and the Natural History Museum of Trento, Italy. These partnerships are important for TFCG's ongoing research work. Increasing community engagement in research has the potential to amplify TFCG's research outcomes.

Interest to carry out research in TFCG project areas, from Masters and PhD students, is an important opportunity. Increasing research accessibility, particularly through online, open-access journals, is another opportunity for TFCG. Broadening the dissemination of TFCG's research outputs would add value to the research strategy.

Theory of Change

If research is carried out and communicated about the values, threats and conservation of Tanzania's forests;

and

if more Tanzanian students and TFCG staff are supported to engage in forest conservation research

then

TFCG and other stakeholders will make more well-informed decisions around conservation priorities and effective strategies;

and

our interventions and advocacy will be better informed.

Objectives and Targets for Strategy 5 – Research

Objective 5.1 To support, conduct and communicate research on forest values, threats and effective conservation with a particular focus on forest product value chains and ecosystem services, intervention impacts, and gender.

Target 5.1.1   TFCG contributes to at least 10 peer-reviewed scientific publications and 10 technical reports, covering topics that include forest product value chains, biodiversity values and threats, gender, and the impact of conservation interventions, including the eco-school programme, by 2028;

Target 5.1.2   10 young Tanzanian scientists and 5 TFCG staff members are supported to conduct research relevant to the conservation of high-biodiversity forests, by 2028;

Target 5.1.3   Increased technical / financial contribution from TFCG to TAFORI to enhance their capacity to undertake and communicate research relevant to sustainable forest product value chains and the conservation of the Eastern Arc Mountains and Coastal Forests is enhanced;

Target 5.1.4   Increased TFCG capacity to conduct participatory research involving communities.

Women participants engage in a focus group discussion as part of the Climate Risk Assessment in the Lindi region.

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.
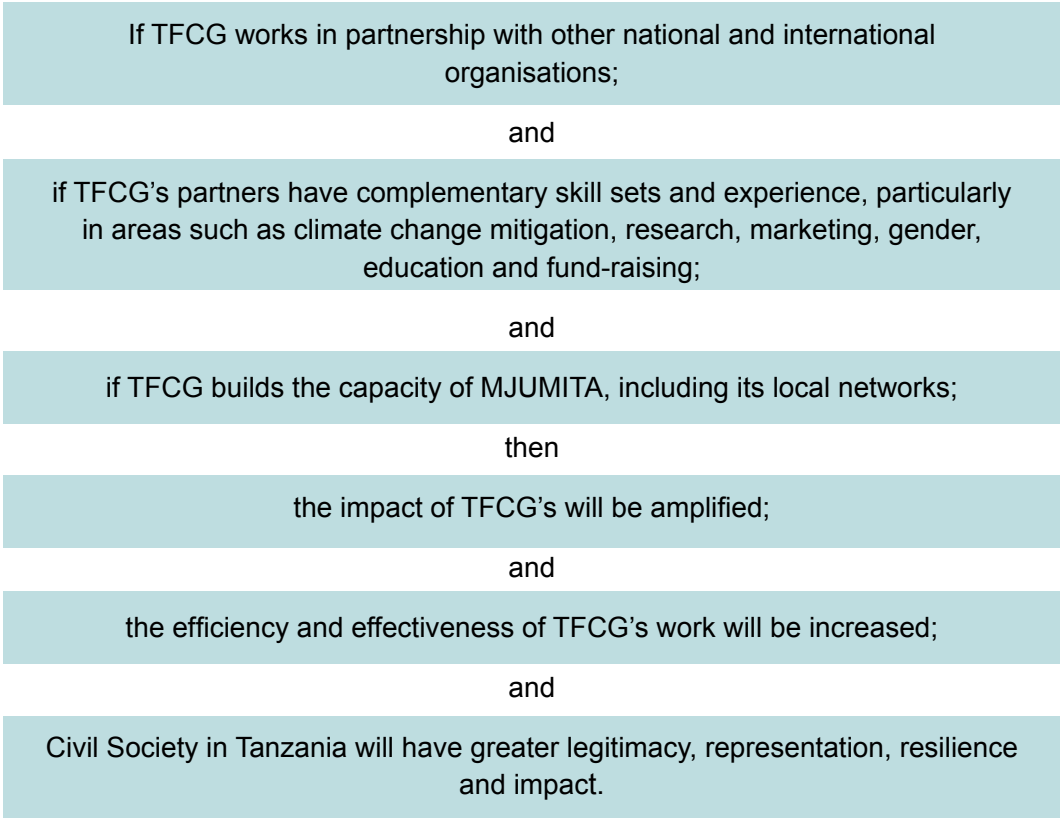
TFCG also values a collaborative relationship with government partners including the Tanzania Forest Services Agency, the Forestry and Beekeeping Division, the President's Office for Regional Administration and Local Government, the Vice-President's Office Division of Environment and local government authorities.

As a member of the Foundation for Environmental Education and a World Land Trust partner, TFCG also values its role in international networks.

TFCG's partnership strengths include its long-term engagement with partners including MJUMITA, the Tanzania Forest Working Group, Re-Forest Africa, the African Rainforest Trust and the African Rainforest Conservancy. Opportunities include engaging with more diverse partners including faith-based organisations and the private sector. Challenges include ensuring a common vision with partners and building partners' capacity in good governance and institutional sustainability.

Theory of Change

If TFCG works in partnership with other national and international organisations;

and

if TFCG's partners have complementary skill sets and experience, particularly in areas such as climate change mitigation, research, marketing, gender, education and fund-raising;

and

if TFCG builds the capacity of MJUMITA, including its local networks;

then

the impact of TFCG's will be amplified;

and

the efficiency and effectiveness of TFCG's work will be increased;

and

Civil Society in Tanzania will have greater legitimacy, representation, resilience and impact.

Objectives and Targets for Strategy 6 – Partnership

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

Target 6.1.1 TFCG is working with at least 10 organisations, including at least one faith-based organisation, one research institution and three private sector companies, in joint initiatives by 2028.

Target 6.1.2 TFCG's partnership with the African Rainforest Conservancy (USA) and African Rainforest Trust (UK) raises at least US$ 100,000 per year for forest conservation.

Target 6.1.3 TFCG maintains strategic partnerships with Dan Mission, World Land Trust, Danish Outdoor Council and the Foundation for Environmental Education.

Objective 6.2 To build the capacity of MJUMITA to serve communities involved in participatory forest management.

Target 6.2.1 MJUMITA receives at least US$ 0.2 million per year from TFCG-led resource mobilisation.

Target 6.2.2 Increased capacity of MJUMITA in resource mobilisation, governance and outreach.

Strategy 7. Institutional Development and Resource Mobilisation

Context

Over the last five years, TFCG's institutional changes have included the development of a new constitution, addition of new Board Members, adoption of International Public Sector Accounting Standards, and attainment of Charitable status.

TFCG's strengths include its well-established governance structure, its team of committed, ethical and experienced staff and Board Members, strong and stable leadership, positive relationships with donors, timely institutional audits receiving 'unqualified' opinion and commitment to inclusivity. Opportunities include increasing finance for climate – forest initiatives and the blue economy, strong partnerships with donor organisations, emerging engagement in environmental issues from faith-based organisations and increased policy support for civil society organisations. Challenges include global inflation and contraction of donors' development aid budgets, donor fatigue, mobilising resources for core institutional costs, limited information and communication technology skills and resources and increasing costs of regulatory compliance.

Theory of Change

If TFCG builds the capacity of its staff to fulfil their roles in achieving TFCG's mission and targets;

and

if TFCG is proactive in seeking resources for the implementation of the strategic plan;

and

if TFCG practices high standards of governance and upholds its good reputation with stakeholders including development partners and Government;

then

TFCG will have the human and other resources necessary to fulfil its mission.

Objectives and Targets for Strategy 7 – Institutional Development

Objective 7.1 To practice high standard of institutional governance including transparency, participation and accountability, at all levels.

Target 7.1.1   Compliance with TFCG constitution and governing policies, national laws and regulations.

Target 7.1.2   All TFCG's annual institutional audits receive an 'unqualified' opinion.

Target 7.1.3   Regular update of TFCG governing policy and procedures.

Target 7.1.4   At least 500 people (400 Tanzanian Citizens, 100 International) become paying members of TFCG, 300 by 2025 and 500 by 2027.

Target 7.1.5   All projects have at least one trained gender champion in place across all years.

Objective 7.2 To mobilize resources to achieve the TFCG strategic plan.

Target 7.2.1   At least by US$ 2.5 million per year is available to support the implementation of TFCG's strategic plan, including at least US$ 200,000 per year to support core costs, including retaining key staff.

Target 7.2.2   At least three new partners are providing financial support to TFCG, by 2026.

Target 7.2.3   At least 4 donors providing support at the start of the strategic planning, have committed support beyond the current 5-year planning period.

Target 7.2.4   At least two non-grant based funding sources are contributing to TFCG's operations by 2028, including climate financing.

Target 7.2.5   Online fund-raising facilities are in place by end of 2024 with annual online fund-raising campaigns from 2025 to 2028.

Objective 7.3 To develop a team of highly motivated and skilled staff working together to achieve TFCG's mission with integrity and transparency and commitment

Target 7.3.1   Staff skills, competencies and qualifications are being developed in accordance with a human resources development plan between 2024 and 28 directly benefiting at least 20% of staff members each year.

Target 7.3.2 Attract, retain and develop an inclusive team of highly motivated, skilled and ethical staff.

Target 7.3.3 Increased institutional capacity (technology, skills, personnel) in information and communication technology including artificial intelligence and digital media.

Objective 7.4 To communicate widely about TFCG's work, successes and resource needs.

Target 7.4.1   One institutional communication strategy has been developed by 2024 with implementation, including a communications officer, in place from 2025 – 2027.

Target 7.4.2   The TFCG website and social media are updated at least monthly through the strategic planning period with regular success stories communicated to partners and other stakeholders.

4) MONITORING, EVALUATING AND COMMUNICATING THE STRATEGIC PLAN

Monitoring and reporting

All TFCG projects will monitor and report annually on the indicators applicable to their projects. Project Managers will share monitoring data with 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 2026, to review impact and relevance, and revise as required.

Communication

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

Village Government leaders from Kilosa following on stories in the project publications.
Photo by Bettie Luwuge, 2021

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Tanzania Forest Conservation Group
Shirika la Kuhifadhi Misitu ya Asili Tanzania