



EASTERN AFROMONTANE BIODIVERSITY HOTSPOT



Ngozi Crater Lake in Rungwe.

SUMMARY REPORT OF CSOs ASSESSMENT

For the Enhancement of their Capacity in Conservation Engagement in The Eastern Afromontane Hotspot Corridors - Tanzania

By Capacity Building and Leadership Institute - CBLI



CEPF Ref: S13-166-TAN

June 2014



List of Abbreviations

| | |
|------------------|---|
| CBLI | Capacity Building and Leadership Institute |
| CEPF | Critical Environmental Protection Fund |
| CSO | Civil Society Organisation |
| GIS | Geographical Information System |
| GPS | Global Position System |
| HIMARU | Hifadhi ya Mazingira Rungwe |
| IADO | Isangati Agricultural Development Organisation |
| IECA | Ileje Environmental Conservation Association |
| ILO | International Labour Organisation |
| JET | Journalists Environmental Association of Tanzania |
| JUWAMMA | Jumuiya ya Watunza Msitu wa Masito |
| KBA | Key Bio-Diversity Area |
| Kyela EnviroCare | Kyela Environmental and Cultural Tourism |
| MEDS | Mbozi Environmental Development Society |
| NGO | Non-Governmental Organisation |
| NYDT | Nyakitonto Youth for Development Tanzania |
| PES | Payment for Ecosystem Services |
| REDD | Reduction of Degrading and Destructive Emissions |
| REPOA | Research on Poverty Alleviation |
| RIT | Regional Implementation Team |
| TFF | Tanzania Forest Fund |
| UK | United Kingdom |
| US-DOL | United States Department of Labour |



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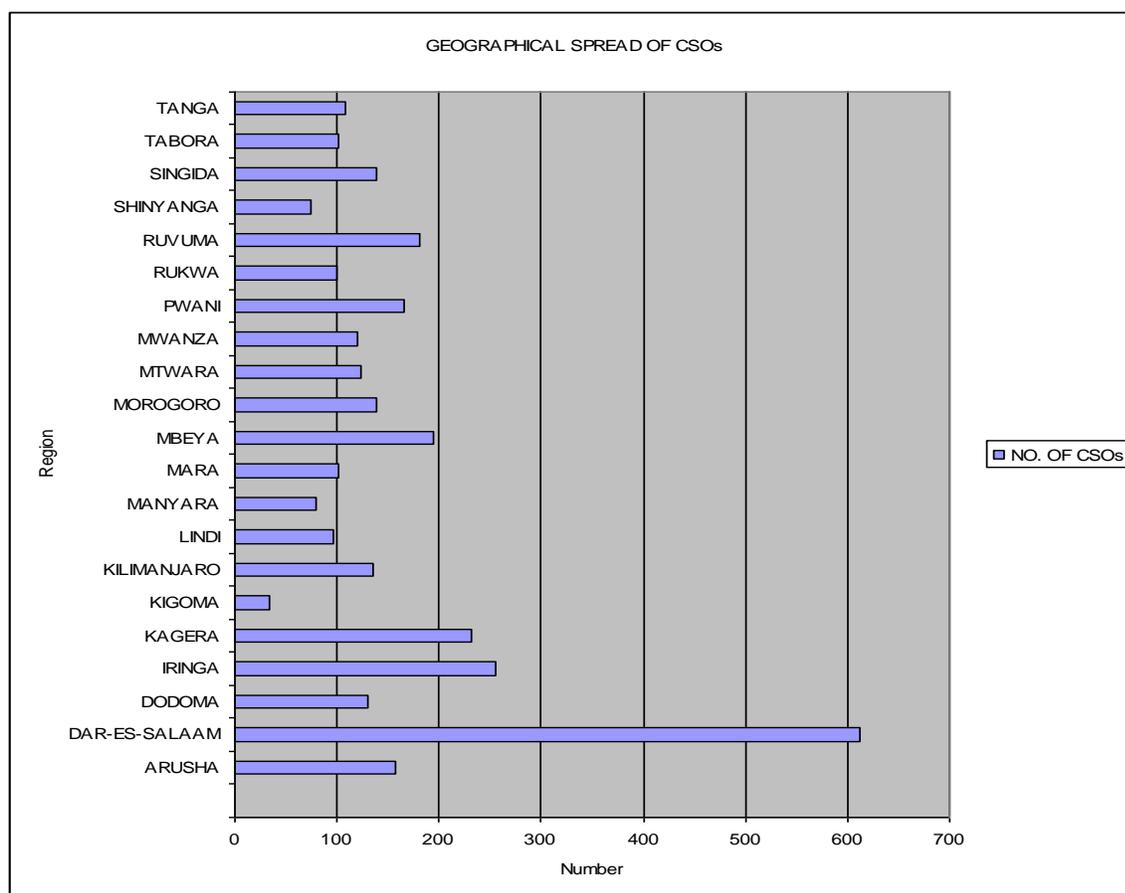
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1.0 Background and Introduction

1.1 CSOs in Tanzania

NGOs and other CSOs are recognised and appreciated not only at national but also at Regional and District levels. Though their potential might still be underutilised, at least the role of the civil society has been more accepted. This has led to greater participation in national policy development processes. The number of NGOs has also been increasing and they are now estimated to be between 3000 -5000 NGOs that are formally registered. Majority of these NGOs are however based in Dar es Salaam as indicated in the figure below:



Source: Foundation for Civil Society Strategic Plan 2008

The significant increase in size and importance of civil society in Tanzania has, by some, been put down to increasing interest of and funding from bilateral donors to non-state actors over recent years (Sundet, 2010). But rather than stimulating a grass-roots driven civil society that is responsive to the needs of the ordinary citizens, the donor funding has tended to stimulate organisations that are driven by external objectives, tied to projectised timeframes and often just supplying a service. This has led to a situation where very few civil society organisations think strategically about how to influence change, think

beyond the delivery of outputs, and operate with sensitivity to the political realities on the ground (Dyer, 2011).

However, a few Civil Society Organizations (CSOs) play an important role¹ in demanding access to information, providing services and advocating rights for citizens in Tanzania. Through this process they are becoming powerful actors demanding to improve standards of service delivery and adherence to principles of good governance in many different areas.

Among the broad range of CSOs in Tanzania there is a great degree of variability in the influence they have on the political agenda. It is most prominent in the case of national urban CSOs, with several landmark decisions by the parliament in which CSOs and NGOs did a lot of lobbying, for example the Land act of 1999 and the NGO Act of 2002 (REPOA, 2005²). Other CSOs play an important role in making sure that citizens have access to written policy so they are able to demand better services from national and local authorities.

CSOs and Conservation Today

Across eastern and southern Africa, commercial and competitively large deposits of oil and gas reserves have been discovered in Mozambique, Kenya, Uganda and Tanzania. However, extractive industries development in a context of limited policies and strong oversight institutions can be associated with serious environmental and social consequences of both a national and trans-boundary nature.

“Civil society organizations have started mobilizing around these issues by pushing for greater transparency, social equity and environmental sustainability in petroleum decision-making, with slow but growing levels of regional collaboration across countries. However, many of these organizations remain seriously constrained by low technical capacity, low levels of funding, state persecution, limited access to information and a diminishing political space for freedom of expression”³.

For CSOs to engage in policy dialogue in conservation, they must base their work on credible, factual and irrefutable information, technical expertise and institutional competence. This would help improve the effectiveness of their policy advocacy and legitimacy while engaging government and private sector, in ensuring that conservation work does not become secondary in the unfolding scenario.

It is imperative to invest in a critical mass of CSOs that grows in tandem with the unfolding scenario. Such CSOs will continue to sustain protection of the already identified bio-diversity hotspots, besides other conservation demands in Tanzania.

¹ “STRENGTHENING CIVIL SOCIETY IN TANZANIA- IS OUTCOME MAPPING HELPING THE ACT PROGRAMME AND ITS PARTNERS INFLUENCE CHANGE?” Simon Hearn, ODI & Kisumu Mapunda, Oxfam (June 2012)

² REPOA / OPM /CMI (2005): Understanding Patterns of Accountability in Tanzania, Component 1 – Re-revised Inception report.

³WWF, Tanzania 2013.



1.2 Purpose and Choice of CSOs for Assessment

The overall purpose of this CBLI project was to establish capacity status as well as jointly agree on CSO capacity development plan for Tanzania with clear targets related to CEPF’s larger objectives. During the assessment process, the technical support was provided to CBLI by BirdLife International of the United Kingdom (UK) in collaboration with RIT.

Purpose of the CSOs Assessment

The assessment was based on a sample of 10 CSOs selected within the biodiversity hotspot, and covered the following specific objectives:

- A description of civil society organizations (CSOs) that can currently be found in Tanzania- specifically in the conservation and development area.
- Establishment of their current capacities (e.g. technical/ conservation capacity, governance, clarity of purpose, organisational and financial management, communications, advocacy, fundraising, etc)
- Establishing their capacity needs and suggest the way forward.

The Selection of CSOs for Assessment

The process of mapping out the potential Tanzanian CSOs in the biodiversity hotspot was done in partnership between BirdLife International/RIT⁴ and Capacity Building and Leadership Institute (CBLI), a local Tanzanian organization. The selection process had the following chronology of events that led to the final selection of 10 CSOs for assessment;

1. Initial selection process was done in collaboration from BirdLife International and with guidance from RIT. This also involved other actors like the JGI and Regional CSOs networks.
2. Initial short list of 15 CSOs was identified in Tanzania.
3. The selection criteria used to consider CSOs for assessment was presence on the ground and visibility.

The 10 CSOs that were eventually assessed are indicated below:

| Assessed CSO | Location |
|--|--------------------------|
| 1. Journalists Environmental Association of Tanzania (JET) | Kinondoni, Dar es Salaam |
| 2. Hifadhi ya Mazingira Rungwe (HIMARU) | Rungwe, Mbeya |
| 3. Mbozi Environmental Development Society (MEDS) | Mbozi, Mbeya |
| 4. Kyela Environmental and Cultural Tourism (Kyela EnviroCare) | Kyela, Mbeya |
| 5. Isangati Agricultural Development Organisation (IADO) | Mbeya Rural, Mbeya |
| 6. Ileje Environmental Conservation Association (IECA) | Ileje, Mbeya |
| 7. Governance Links | Nyamagana, Mwanza |
| 8. Nyakitonto Youth for Development Tanzania (NYDT) | Uvinza, Kigoma |
| 9. Jumuiya ya Watunza Msitu wa Masito (JUWAMMA) | Uvinza, Kigoma |
| 10. Tongwe Trust | Uvinza, Kigoma |

⁴ RIT=Regional Implementation Team, is the structure put in place in the Eastern Afromontane to support aspects of the CEPF grant management.



1.3 CEPF and The Eastern Afromontane Biodiversity Hotspot

Within The Eastern Afromontane Biodiversity Hotspot, the corridors in Tanzania are clearly defined, and similarly for other countries within the Afromontane.

1.3.1 CEPF and Tanzania Hotspot Corridors

CEPF investment strategy has its key strategic direction three (SD3) as the most relevant for Tanzania hotspot corridors. Under the SD3, which is, **Sustainable financing (PES, REDD, fundraising) and capacity building**, provides for eligibility of Tanzania for CEPF investment under the following three investment priorities:

Investment priority 3.1:

Support civil society organizations to develop forest carbon partnerships and projects that advance biodiversity conservation in priority KBAs in Africa. Tanzania has 6 KBAs in Tanzania:

- Greater Mahale
- Kitulo Plateau
- Livingstone Mountains Forests
- Mbeya Range
- Mount Rungwe
- Njombe Forests

Investment Priority 3.2:

Support civil society organizations to develop partnerships and projects for non-carbon payment for ecosystem services schemes and other market mechanisms in priority KBAs in Africa, particularly priority freshwater KBAs that influence freshwater biodiversity, livelihoods and health:

- Northern Lake Nyasa Mountains Corridor
- Greater Mahale KBA (in relation to the Malagarasi River system) – also Lake Tanganyika

Investment Priority 3.3:

Support training for civil society organizations in fund-raising and project management, especially training such organizations at all levels with respect to emerging opportunities for sustainable financing for KBAs in Africa.

All African countries of the hotspot, with the condition that benefiting NGOs and projects are linked with conservation of Eastern Afromontane ecosystems. For instance the CBLI project aims at enhancing the CSOs capacity to sustainably engage in conservation.

1.3.2 About the Eastern Afromontane Biodiversity Hotspot⁵

The Eastern Afromontane biodiversity hotspot is one of the most extraordinary places on Earth, and is remarkable for both its high level of biological diversity and the life-sustaining systems it maintains that benefit millions of people. Characterized by a series of montane “islands” (including the highest peaks in Africa and Arabia) and extensive plateaus, it extends over 44 degrees of latitude and is bisected by the equator. The highest point is on Mount Kilimanjaro, which reaches 5,895 meters above sea level, and forests and woodlands included within the eco-regions (relatively large units of land or water that contain distinct biodiversity) extend as low as 300 meters altitude in some areas, although 800 to 1,000 meters is a more typical lower altitudinal limit. Covering such distances and altitudes, the hotspot is home to a variety of ecosystems including broadleaf, pine and bamboo forests; forest-grassland mosaics; grasslands, bush-lands and high altitude wetlands; and freshwater lakes and rivers. The result is a region suitable for a wide range of vegetation types, with an estimated 7,600 plant species, of which at least 2,350 are endemic, or unique, to the region. The diversity of birds measures currently at 1,300 species, including 157 endemics, but new species continue to be discovered, particularly from the Eastern Arc Mountains of Tanzania. Further, some 102 species have restricted ranges, such as the Critically Endangered Uluguru bush-shrike (*Malaconotus alius*), which lives in a single nature reserve in the Uluguru Mountains of Tanzania. Mammal fauna of the Eastern Afromontane includes nearly 500 species, of which 100 are endemic. Although several of Africa’s larger flagship mammals, including the elephant and leopard, are found in this hotspot, the majority of threatened species are primates and smaller mammals, including a large number of unusual rodents and shrews. The hotspot is also home to the charismatic Ethiopian wolf (*Canis simensis*)— the rarest canid in the world—while the flagship species of the entire hotspot remains the Critically Endangered mountain gorilla (*Gorilla beringei beringei*). There are 350 species of reptiles of which 90 species are endemic, mostly chameleons. A further 323 amphibian species are found in the region, of which more than 100 are endemic, including live-bearing frogs, 72 of which are globally threatened. Less understood, but not overlooked, freshwater taxa—including fish, crabs or freshwater mollusks—are also under threat. In the hotspot, a total of 181 freshwater species are globally threatened. As the hotspot is so geographically vast, the ecosystem profile organizes it into four regions, from north to south: the Arabian Peninsula, the Ethiopian Highlands, the Albertine Rift and the Eastern Arc and Southern Highlands (including the Kenyan and northern Tanzanian volcanic mountains).

⁵ www.cepf.net

The Eastern Afromontane is depicted in the following map:



Herein is the summary report of the assessment of 10 CSOs engaged in conservation work, and are potential for enhancing the conservation work in the Eastern Afromontane bio-diversity hotspot. The assessment was facilitated by CBLI between March and June 2014.

2.0 Capacity Assessment Tool and Methodology

The assessment involved application of an institutional assessment tool as described in 2.1. The tool contents of the assessment tool are as seen in the detailed assessment report of each CSO under 4.0 herein.

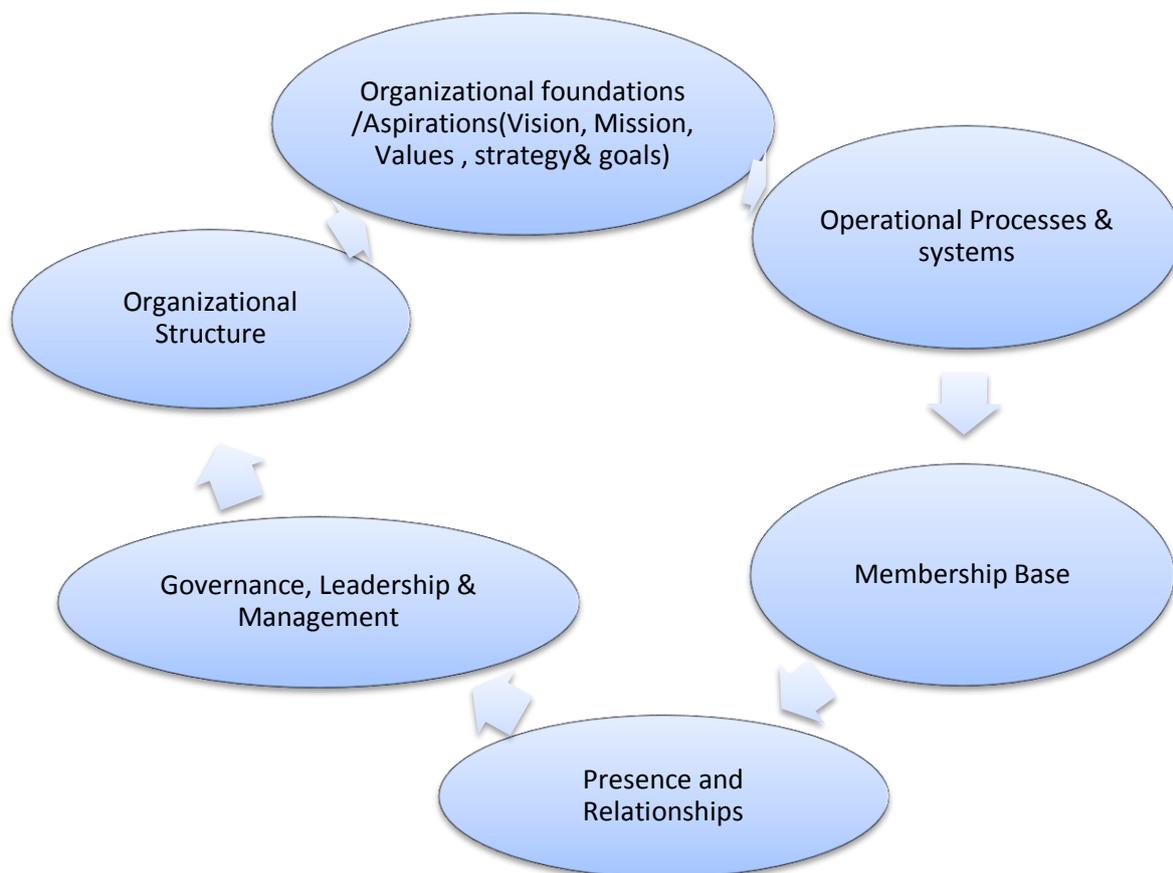
2.1 The CSO Assessment tool

The assessment tool that was used is consistent with management science organization frameworks; the assessment tool (annexed herein) has three sections:

- The Institutional capacity assessment part,
- The conservation and
- Advocacy capacity assessment part.

Note: The contents in the parts above have been developed by CBLI in collaboration with BirdLife UK. CBLI has adapted inputs from various assessment tools it has used in the past including the McKinsey Assessment Grid & Gaventa Advocacy Capacity Assessment tool.

The tool is summarized and based on the following diagrammatic overview:



The tool was used for both individual interviews and group interviews. The tool may also be used by the staff and board for self-reflection in future to assess the progress from the currently assessed status.

2.2 Assessment Methodology and Field Experience

The assessment was done in a participatory way with the CSOs and entailed:

- Sending the tool in advance to the participants and an explanation of its purpose and how it will be used.
- Group and individual interviews were held. Consultations with stakeholders to understand more of the context of the CSOs. The interviews were done in a manner that encouraged learning as opposed to extraction of information.
- An initial draft report of assessment was made and the CSOs requested to comment on it. The CSOs had a chance to comment and give feedback on the assessment report before it was adopted as representative of the CSOs capacity status.
- A stakeholders meeting was held to validate the findings and map the way forward by the CSOs. Other invited participants were the funding stakeholders in Tanzania, International NGOs and the government agencies like the TFF. The list of those who attended is presented herein under Annex 5.0.

3.0 Findings from the Assessment

3.1 CSO Related

1. Most of the CSOs assessed are not in conservation as a mainstream engagement but conservation is passively integrated in their other livelihoods activities.
2. The resource base (financial, human and non-human) of the CSOs assessed so far is weak. And this is mainly attributed by the CSOs to weak capacity in resource mobilisation, and funders' bias/priorities.
3. The emergence of climate change concern is heard in all the CSOs, though not much is known about it. The concepts and knowledge/skills underlying climate change are low in the CSOs staff and their members. This is evident from the inadequate grasp of the concepts and related environmental challenges facing the society i.e. REDD effect, carbon emissions, climate change mitigation measures, global warming etc.
4. Almost all CSOs see forest destruction, soil degradation as the final adverse effects of human activities and not the deeper intricate adverse effects on the ecosystem.
5. Those engaged in eco-tourism are yet to grasp the best optimal way of blending conservation with eco-tourism.
6. The conservation advocacy concepts and knowledge/skills are not well developed in most of the CSOs. This is evident from the weak advocacy strategies and initiatives being undertaken by the CSOs.
7. Most of the CSOs are managed through learning from experience since they have not had formal training on good practices of corporate governance, leadership and management.
8. The CSOs have low skills in investigative capacity of issues and threats to conservation caused by human activities.

9. The national policy provisions that are pro-conservation are not well known by most CSOs.

3.2 Context Related

10. The CSOs do not receive any funds from the government for conservation work. In future there might be potential in the Tanzania Forest Fund (TFF), under the national forestry policy.
11. Political interference has significantly created incidences that retard CSOs conservation initiatives. In the process of campaigning, politicians promise those who have been evicted from farming in the undesignated areas that they will ensure they go back their illegal farms.
12. CSOs indicate there are cases of illegal natural resources harvesting in a context where the community as well as CSOs lack the mandate to play an oversight role. There are very few joint forest management models like the JUWAMMA one in Kigoma Region.
13. The CSOs are of the opinion that the funding partners prefer to fund governance activities that focus on livelihoods, democracy, rule of law, human rights, anti-and corruption activities with less emphasize on conservation per se.

3.3 Summary Recommendations

1. At foremost the CSOs need capacity development to possess skills and knowledge on the up-to-date information/knowledge on conservation developments and current demands i.e. climate change mitigation, disaster management, extractive industries challenges etc.
2. Support CSOs by strengthening their capacity to mobilise resources for conservation work.
3. CSOs in conservation require advocacy skills to develop and undertake conservation advocacy initiatives. This should include investigative journalism capacity.
4. There is need to establish how the CSOs supporting government initiatives can access the Tanzania Forestry Fund or any other opportunity.
5. Internal processes within CSOs require capacity development so as to have good internal governance for enhanced leadership and management.
6. There is need to have elaborate conservation strategies to guide the CSOs work.
7. Forming a national thematic network that can engage with stakeholders like TFF, the government and other conservations stakeholders will give the conservation CSOs a bigger voice.
8. The CSOs are of opinion that some issues of conservation can be pursued individually in hotspot corridors relevant to a CSO, while others will require joint effort. This emerged in the joint meeting, where joint advocacy was recommended policy engagement.

Other CSOs Views on the Way Forward

9. In the joint forum of the CSOs held at the end to share feedback on assessment findings with stakeholders, the CSOs deliberated the findings and largely adopted them. They suggested the intention of creating a network of the 10 CSOs to engage in conservation work in the Eastern Afromontane KBAs. The network will be called, “The East Afromontane Tanzania Network”.
10. CSOs gave the mandate of capacity development to CBLI, to nurture the infant network “The East Afromontane Tanzania Network”. The capacity building aims at enhancing the CSOs individual as well as joint conservation work. The key focus areas of capacity enhancement for the CSOs as a network/group would be:
 - Policy Advocacy
 - Resource Mobilization
 - Networking
11. While joint activities may be pursued by the CSOs, they will also continue with their individual conservation work within the biodiversity hotspots in the corridors of Tanzania that are relevant to each of the CSO.

4.0 Detailed Findings of the CSOs Assessed.

Below is the assessment summary of each of the ten CSOs that were assessed.

The summary presents brief background and location of the CSO, the strengths and weaknesses and summary recommendations.

| 4.1 Summary Overview Matrix of Each of the Assessed CSO | | | | |
|---|---|--|---|--|
| CSO/location | BACKGROUND SUMMARY | Strengths | Challenges | RECOMMENDATION |
| 1. Nyakitonto Youth Development Tanzania (Kigoma) | i. Nyakitonto undertakes community livelihood projects, and has currently a youth empowerment programme in partnership with ILO (International Labour Organisation - Tanzania Office), that integrates environmental issues. The second project is in partnership with United States Department of Labour (US-DOL), office of Child labour, Forced Labour and Human Trafficking/International Rescue Committee support for fighting child labour. | <ul style="list-style-type: none"> • Has potential to undertake conservation work, and is an active CSO in Kigoma of Malagarasi Basin and Greater Mahale. • Is active with on-going waste re-cycling and afforestation projects. | <ul style="list-style-type: none"> • It has no adequate capacity to fundraise for conservation work. • The advocacy capacity is weak. • Management and leadership best practices are yet to be embraced, since they have not had any capacity strengthening in this. • In-depth knowledge and education in conservation i.e. the complexity of bio-diversity interrelatedness in the Malagarasi Basin ecosystem is not fully developed. • There is only one environment degree graduate. | <ul style="list-style-type: none"> • NYDT requires capacity strengthening in strategy development to be able to have an elaborate strategy that includes core environmental programmes, and guide it visioning. • Capacity development in resource mobilization for conservation initiatives and institutional development to be able to deliver on its conservation objectives amongst others • The capacity in advocacy in the conservation work and getting deeper insight in conservation requires strengthening besides developing advocacy strategy for conservation undertaking. • The organization is young and requires on going nurturing/coaching in conservation work as well conservation education. Interns/advisors or other alternative support is welcome by NYDT. • Enhancing the capacity of board and management on good corporate governance is vital for them to build a robust CSO. This will include enhancing good practices of leadership and management to for organisational sustainability to keep engaging in conservation work. • Support is necessary to NYDT in developing own elaborates internal systems and documentation processes of its knowledge growth/development. |

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| CSO/location | BACKGROUND SUMMARY | Strengths | Challenges | RECOMMENDATION |
| 2. Governance Links (Mwanza) | <p>Governance Links is currently working in trans-boundary water project. Governance Links, based in Mwanza Region, and undertaking national initiatives of advocacy as well media campaign. The CSO is located in Mwanza Region on shores of Lake Victoria and not in the Greater Mahale and Malagarasi Basin hot spot. It is trans-boundary water project includes Kigoma and Katavi regions</p> | <ul style="list-style-type: none"> • The Governance Links has on-going projects in trans-boundary water management • Internal systems are focused on funded projects. | <ul style="list-style-type: none"> • Resource mobilization is its greatest challenge. • Not all staff is well versed in advocacy work and has skills to apply in national/policy advocacy. | <ul style="list-style-type: none"> • There Governance knowledge and skills of the Board of Directors should be improved to enable them provide effective leadership including carrying out strategic functions – policy and strategy formulation and review. • A human resource development plan should be formulated on the basis of identified staff development needs. • The capacity of Board of Directors and other staff should be developed in resource mobilization and a resource mobilization strategy for the organization should be developed. • The organization should find ways and means of acquiring equipment and materials required for implementing its activities effectively i.e. GPS, GIS etc. • The capacity of staff and selected members of the organization should be improved in policy analysis, advocacy and investigative journalism to enable them engage effectively in extractive industries advocacy. • Development of monitoring and evaluation system at organisational level and not for various projects as demanded by funders. • Capacity development on resource mobilization and development of resource mobilization strategy is necessary |

| 4.1 Summary Overview Matrix of Each of the Assessed CSO | | | | |
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| CSO/location | BACKGROUND SUMMARY | Strengths | Challenges | RECOMMENDATION |
| 3. JUWAMMA (Kigoma) | JUWAMMA (Jumuia ya Watunza Msitu wa Masito), based in Kigoma Region on the shores of Lake Tanganyika, where the Greater Mahale and Malagarasi basin biodiversity hotspot is found. Masito Forest (see Annexed map of the forest) is located on the Southern part of Kigoma Town and extends to border Katavi National Park | <ul style="list-style-type: none"> • Are doing exemplary work in conservation given their low levels of formal education. • They have traditional and experimental knowledge of conservation. And they see value in conservation given the income they get from the for natural resources i.e. forests • Currently running conservation work on their own without external support funds, in spite of the gaps of i.e. few forest guards. • It is a community based conservation effort. | <ul style="list-style-type: none"> • They have not been trained on best practices of management and leadership • Advocacy skills in conservation work are low. • Resource mobilization skills are limited hence the meagre resources attracted so far. • There is political interference in the conservation work they do, especially when politicians are seeking votes. | <ul style="list-style-type: none"> • JUWAMMA requires a clear mandate on its conservation work in collaboration with the central government (Ministry of Natural resources under the Forestry and Beekeeping division) so that it is clear what their role is as opposed to the central government as well as the district council. • JUWAMMA requires capacity strengthening in strategy development to be able to have an elaborate strategy in its conservation work and community livelihood projects. • Needs capacity development in resource mobilization for conservation initiatives and institutional development to be able to deliver on its conservation objectives amongst others. • The capacity in advocacy in the conservation work and getting deeper insight in conservation requires strengthening besides developing advocacy strategy for conservation undertaking. • The organization requires on going coaching in conservation work as well conservation education. • Enhancing the capacity of executive committee and its sub-committees on good corporate governance is vital for them to build a robust CBO. • Support is necessary to JUWAMMA in developing own elaborates internal systems and documentation processes of its knowledge growth/development. |

| 4.1 Summary Overview Matrix of Each of the Assessed CSO | | | | |
|---|--|---|--|--|
| CSO/location | BACKGROUND SUMMARY | Strengths | Challenges | RECOMMENDATION |
| 4. Tongwe Trust (Kigoma) | The Tongwe Trust has been created support livelihood of its people who can support sustainable eco-tourism project. This would not only act as a buffer zone for the park but would enable them to earn revenue from tourism. In the process, they will preserve their identity, heritage and traditions through an archive programme. | <ul style="list-style-type: none"> • The Tongwe Trust makes effort to bridge resource gap by having eco-tourism projects • It is a community based conservation programme • The co-ordinator of Tongwe trust is a Tongwe by descent of the Mahale so he understands the context very well. | <ul style="list-style-type: none"> • There is no elaborate strategy for integrated livelihood projects and conservation work undertaken • The resources are scarce given that it has huge mandate in Tongwe land. Only one person is competent or has the potential to solicit funding//resources at the management level i.e. the coordinator • There is inadequate skills for policy and national level advocacy • It is difficult to reach them in the field. They are only reachable when in their Kigoma office purposely set up for ease of communication. | <ul style="list-style-type: none"> • There is need to broaden staff capacity in conflict management and mediation. • The Trust requires capacity strengthening in strategy development to be able to have an elaborate strategy for its conservation work and community livelihood projects. • Trust requires capacity strengthening in resource mobilization. Capacity development in resource mobilization for conservation initiatives and institutional development to be able to deliver on its conservation objectives amongst others. • The capacity in advocacy in the conservation work and getting deeper insight in conservation requires strengthening besides developing advocacy strategy for conservation undertaking. • The organization is young and requires on going nurturing/coaching in conservation work as well as conservation education. • Support is necessary in developing own elaborate internal systems and documentation processes of its knowledge growth/development in conservation work. |

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| CSO/location | BACKGROUND SUMMARY | Strengths | Challenges | RECOMMENDATION |
| 5. Journalists Environmental Association in Tanzania (Dar Es Salaam) | JET has undertaken environmental conservation in various ways and mainly involving media advocacy. They were very much in the forefront in the advocacy campaign against the destruction of the below depicted ecosystem by increased human activities i.e. livestock, rice irrigation farming, etc. | <ul style="list-style-type: none"> • JET is very strong in media advocacy and investigative journalism. They have been trained in investigative journalism. • Can magnify issues for national attention. | <ul style="list-style-type: none"> • The CSO has resource gaps to enable it undertake its mandate of conservation and advocacy • There is no elaborate conservation strategy in place. conservation work is done besides other advocacy work of good governance • M&E systems are not adequately developed • They are largely based in Dar es Salaam, with members spread out in the regions • Not adequately trained in leadership and management. | <ul style="list-style-type: none"> • There Governance knowledge and skills of the Board of Directors should be improved to enable them provide effective leadership including carrying out strategic functions – policy and strategy formulation and review. • There is need to review and come up with administrative and the human resource policy manuals. • Monitoring and evaluation capacities of staff and members of JET should be enhanced and the monitoring and evaluation system for the organization should be developed. • A human resource development plan should be formulated on the basis of identified staff development needs. • The capacity of Board of Directors and staff should be developed in resource mobilization. • The capacity of staff and selected members of the organization should be improved in policy analysis, advocacy and investigative journalism. • The capacity of the Board of Directors need be improved in corporate governance to carry out strategic functions of the organization. • Capacity development on resource mobilization and development of resource mobilization strategy. • Review of the organization framework and management policy to come up with separate administrative and human resource manuals. |

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| 6. Kyela EnviroCare and Cultural Tourism (Mbeya) | Kyela Envirocare (EnviCulture) is a member-based organization, whose aim is to change the economic situation of its members first, and through them, that of Kyela and the country as a whole. | <ul style="list-style-type: none"> • The CSO is doing unique CSO work in Tanzania of eco-tourism. It is a rear engagement of CSOs. • They understand the local context very well | <ul style="list-style-type: none"> • The CSO as a whole has inadequate capacity to integrate well conservation work in eco-tourism it promotes. Mostly the director is most conversant in eco-tourism. • The CSO has no resources for conservation work since it has not managed to attract funders for conservation • The capacity to advocate is inadequate | <ul style="list-style-type: none"> • The CSO needs support to develop integrated conservation strategy within the promotion of cultural tourism, and that includes enhanced community participation in conservation. This will create sustained conservation that is enriches cultural tourism. • There is need to broaden staff capacity in conflict management and mediation. • The CSO requires capacity strengthening in strategy development to be able to have an elaborate strategy it conservation work and community livelihood projects. • Kyela EnviroCare requires capacity strengthening in resource mobilization. Capacity development in resource mobilization for conservation initiatives and institutional development to be able to deliver on its conservation objectives amongst others. • The capacity in advocacy in the conservation work and getting deeper insight in conservation requires strengthening besides developing advocacy strategy for conservation undertaking. • The organization is young and requires on going nurturing/coaching in conservation work as well conservation education. • Support is necessary in developing own elaborates internal systems and documentation processes of its knowledge growth/development. |

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|---|--|--|---|--|
| CSO/location | BACKGROUND SUMMARY | Strengths | Challenges | RECOMMENDATION |
| 7. Mbozi Environmental Development Society (MEDS) (Mbeya) | MEDS is an environmental NGO based in Mbozi, in Mbeya region. It has been doing environmental activities, which are low now due to lack of funding | <ul style="list-style-type: none"> • It has roots in the foot of Mbeya Ranges and can reach out easily. | <ul style="list-style-type: none"> • MEDS has been dormant in its domain area of environmental conservation for a while due to lack of funding. • It has weak membership base due to lack of activities to pull them together. • Advocacy and conservation skills are inadequate amongst the committee members | <ul style="list-style-type: none"> • MEDS requires big input in resource mobilization to resuscitate its environmental work • MEDS need capacity strengthening to enable MEDS to give good quality environmental sensitization education, and beekeeping to community. • MEDS require an elaborate strategy on environmental engagement. • There is need to strengthen MEDS capacity in conflict management and mediation • Build capacity of MEDS in advocacy in the conservation work and getting deeper insight in conservation. • The organization is young and requires on going nurturing/coaching in conservation work as well conservation education. • Support is necessary in developing own elaborates internal systems and documentation processes of its knowledge growth/development. |

| 4.1 Summary Overview Matrix of Each of the Assessed CSO | | | | |
|---|---|--|--|---|
| CSO/location | BACKGROUND SUMMARY | Strengths | Challenges | RECOMMENDATION |
| 8. IADO (Mbeya) | Isangati Agricultural Development Organisation (IADO) is mainly involved in sustainable agriculture. Agro-forestry and conservation is emphasized and integrated in their work. | <ul style="list-style-type: none"> • The organization has big potential to engage and integrate further conservation work, in a more enhanced collaborative partnership. • It has opened an office in Mbeya City to ease communication. Normally its activities are in Mbeya rural which covers the Mbeya Ranges, Umalila plateau and as far as neighbouring Rungwe mountains. • Has a broad base of active farmers to work with. | <ul style="list-style-type: none"> • Has weak resource base • Leadership and management skills are not well developed • Advocacy capacity is weak | <ul style="list-style-type: none"> • The IADO has the potential to continue engaging in environmental conservation, which is evident by the conservation work it does. • IADO requires enhance its capacity on the following areas to be able to effectively engage conservation initiatives: • IADO requires capacity strengthening in strategy development to be able to have an elaborate strategy it conservation work and incorporate in their community livelihood projects. • The capacity in advocacy in the conservation work and getting deeper insight in conservation requires strengthening besides developing advocacy strategy for conservation undertaking. Moreover, IADO needs support to undertake media advocacy for conservation work which would reach am uh wider population given the number of FM radio stations and televisions. • There is need to broaden staff capacity in conflict management and mediation. • IADO requires capacity strengthening in resource mobilization. Capacity development in resource mobilization for conservation initiatives and institutional development to be able to deliver on its conservation objectives amongst others. • Support is necessary in developing own elaborate internal systems and documentation processes of its knowledge growth/development in conservation work. • |

| 4.1 Summary Overview Matrix of Each of the Assessed CSO | | | | |
|---|---|---|--|--|
| CSO/location | BACKGROUND SUMMARY | Strengths | Challenges | RECOMMENDATION |
| 9. IECA (Mbeya) | Ileje Environmental Conservation Association (IECA). Forest and Water conservation. Do indigenous species conservation of forest. Water source conservation. Livelihood has projects on beekeeping | <ul style="list-style-type: none"> • Is well paced in the Ileje Mountains that are south-west Catchment Mountains to the Lake Nyasa. They too have an office in Njombe on the northern mountains of Lake Nyasa • They have opened an office in Dar Es Salaam to ease communication with the Ileje office which is in the southern tip bordering Malawi. | <ul style="list-style-type: none"> • The governance in the structure is not clear in relation to the NGO Act. • The advocacy skills are not well developed. • There is political interference in the conservation work they do. Potential electorate base are encouraged to encroach forests. | <ul style="list-style-type: none"> • The IECA has the potential to continue engaging in environmental conservation, which is evident by the conservation work it does. It has broad recognition in the Tanzanian society. • From the assessment, the IECA requires enhance its capacity on the following areas to be able to effectively engage conservation initiatives: • IECA requires capacity strengthening its strategy to mainstream conservation in all its programmes. This will help it strengthen its conservation work in all the projects it undertakes. • There is need to broaden staff capacity in conflict management and mediation. • IECA requires capacity strengthening in resource mobilization to enable other staff/board members to contribute to resource mobilisation. Capacity development in resource mobilization for conservation initiatives and institutional development to be able to deliver on its conservation objectives amongst others. • The capacity in advocacy in the conservation work and getting deeper insight in conservation requires strengthening besides developing advocacy strategy for conservation undertaking. Moreover, IECA needs support to undertake media advocacy for conservation work which would reach a wider population given the number of FM radio stations and televisions in the region of Mbeya. • There is need to review the structure and streamline decision making and communication amongst the three portfolios of Board of trustees, the Executive Committee and the Programme Management. This may be clear internally to IECA and not so obvious to outsiders. • Find ways to revive the routine audit that was last done in year 2011. • The structure in place is not in conformity of the Act it is registered under Societies Act i.e. requires chairperson, treasurer etc. nor does it go by the NGO's Act is expected to comply with. |

| 4.1 Summary Overview Matrix of Each of the Assessed CSO | | | | |
|---|---|---|---|---|
| CSO/location | BACKGROUND SUMMARY | Strengths | Challenges | RECOMMENDATION |
| 10. HIMARU (Mbeya) | HIMARU is involved in conservation and cultural tourism | <ul style="list-style-type: none"> HIMARU has the potential to engage in conservation and eco-tourism but has no resource mobilization capacity. On the other hand it has | <ul style="list-style-type: none"> Has weak resource base The CSO as a whole has inadequate capacity to integrate well conservation work in eco-tourism it promotes. Mostly the director is most conversant in eco-tourism. The management capacity is weak and never had training in leadership | <ul style="list-style-type: none"> The HIMARU has the potential to continue engaging in environmental conservation and promote eco-tourism which has big potential in their surroundings i.e. the God's Bridge (Daraja la Mungu), crater Lakes of Ngozi, Mt. Rungwe and Ileje Ranges etc. From the assessment, the HIMARU requires to enhance its capacity on the following areas to be able to effectively engage in conservation initiatives: HIMARU requires institutional capacity development improvement to be able to tap on the big potential in it and the largely idle capacity of volunteers and youth. The capacity areas would be in strategy development, internal processes and systems enhancement, internal governance, management and leadership etc. HIMARU requires capacity strengthening in strategy development to be able to have an elaborate strategy for its conservation work and while including eco-tourism development to support in their community livelihood projects. HIMARU requires capacity strengthening in resource mobilization. Capacity development in resource mobilization for conservation initiatives and institutional development to be able to deliver on its conservation objectives amongst others. The capacity in advocacy in the conservation work and getting deeper insight in conservation requires strengthening besides developing advocacy strategy for conservation undertaking. Moreover, HIMARU needs support to undertake media advocacy for conservation work which would reach a wider population given the number of FM radio stations and televisions in Mbeya Region and the southern highlands. There is need to build their skills and capacity in conflict management and mediation to address the community land/resource conflicts. |

5.0 Annex

List of Participants in Stakeholders Meeting

| NO: | Participants Names | Organization | Contacts | Email |
|-----|----------------------------|---|---|--|
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