



CARE INTERNATIONAL IN TANZANIA

***ARDHI YETU* (OUR LAND) PROGRAMME INITIATIVE**

REPORT OF A BASELINE SURVEY

By

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Acronyms

AGM	Annual General Meeting
ANSAF	Agricultural Non State Actors Forum
BRN	Big Results Now
BSF	Belgian Survival Fund
CBO	Community-Based Organization
CEDESOTA	Community Economic Development and Social Transformation
CHRGG	Commission on Human Rights and Good Governance
CSO	Civil Society Organization
DANIDA	Danish International Development Agency
DFID	Department for International Development
EAC	East African Community
FBO	Faith-Based Organization
FCS	Foundation for Civil Society
FGLG	Forest Governance Learning Group
IFAD	International Fund for Agricultural Development
IIED	International Institute for Environment and Development
ILC	International Land Coalition
IUCN	International Union for Conservation of Nature
JET	Journalists Environmental Association of Tanzania
LBI	Land-Based Investments
LEAT	Lawyers Environmental Action Team
LHRC	Legal and Human Rights Centre
LIVES	Livelihoods Initiative Support
MEA	Multilateral Environmental Agreements
MKURABITA	<i>Mpango wa Kurasimisha Rasilimali na Biashara za Wanyonge Tanzania</i>
NEMC	National Environment Management Council
PINGOs	Pastoralist Indigenous Non-Governmental Organizations
REDD	Reducing Emissions from Deforestation and Forest Degradation
RUBADA	Rufiji Basin Development Authority
SAGCOT	Southern Agricultural Growth Corridor of Tanzania
SEKOMU	Sebastian Kolowa Memorial University
TABEF	Tanzania Bio Energy Forum
TAFIRI	Tanzania Fisheries Research Institute
TALA	Tanzania Land Alliance
TAWLA	Tanzania Women Lawyers Association
TLF	Tanzania Land Forum
TMF	Tanzania Media Fund
TNRF	Tanzania Natural Resources Forum
UNCCD	United Nations Convention to Combat Desertification
WJEF	World Journalists Environment Forum
WWF	Worldwide Fund for Nature
WWG	Wildlife Working Group

Executive Summary

This report presents the findings of a baseline survey commissioned by CARE Tanzania in support of its new *Ardhi Yetu* Programme Initiative, which was conducted between 10th March and 9th April 2014. The purpose of the baseline survey was to enable CARE Tanzania have a better understanding of the status of the three strategic partners of the Programme - Journalists Environmental Association of Tanzania (JET), Tanzania Natural Resources Forum (TNRF) and the Land Rights Research and Resources Institute (HAKIARDHI) - and establish initial values of indicators against which progress of implementation of Programme activities shall be measured.

Ardhi Yetu Programme, which commenced in January 2014 seeks to support the strengthening of capacity of Tanzanian CSOs to promote land rights of smallholder farmers and pastoralists as a means of ensuring food security. It is supported by CARE Denmark as part of its multi-country civil society strengthening programme implemented in seven countries and funded through a framework agreement between CARE Denmark and DANIDA; and shall run for four years with the possibility of an extension to five years.

The three objectives of the baseline survey were: to establish baseline values of indicators of intended outcomes against which measurements will be made of changes in capacity of the CSOs as a result of Program interventions; generate information that will assist *Ardhi Yetu* Program initiative in designing appropriate interventions and refining the Program logframe and the monitoring and evaluation plan as appropriate; and validate the needs and priorities of the Program's strategic partners.

The methodology used in the survey included a desk review and key informant interviews. A review of the policy context for land rights advocacy in Tanzania generally and with specific reference to smallholder farmers and pastoralists in the areas affected by commercial agriculture was undertaken. Also reviewed were constitutions, strategic plans and activity reports of the strategic partners. Key informant interviews were conducted in Northern Tanzania, Dar es Salaam and Rufiji with representatives of the three strategic partners, their partners and other key actors from government and civil society.

The survey confirmed that small-scale farmers and pastoralists are under immense pressure from the push for commercialization of agriculture, with their land rights threatened by such large government-backed initiatives as *Kilimo Kwanza*, SAGCOT and BRN. Although the project documents and proponents state their commitment to enhancing livelihoods of small-scale farmers and pastoralists and declare the intention to involve them in decision making, the reality on the ground is that the projects are being implemented with little consultation and no regard for customary land rights.

Ardhi Yetu Programme provides a unique opportunity for the three strategic partners with the support of CARE Tanzania to contribute to the strengthening the mobilization and advocacy capacity of small-scale farmers and pastoralists so that they are better able to engage with these commercial agriculture programmes and projects to protect and secure their land rights.

The Table below presents the current status of the three strategic partners with reference to the key indicators of the Programme.

Indicator/Strategic Partner	HAKIARDHI	JET	TNRF
Organizational capacity	Registered NGO since 1994; 25 members; Board of Directors and Advisory Council each with 5 members; human resources, financial management policies in place; 3 programmes; funding in 2012 in excess of Tshs. 1.3 bn.; staff of 16; Strategic Plan 2012-15	In operation since 1989, but registered as NGO since 1991; 145 members, Board of Directors of 10 members; institutional policies in place but to be revised and updated; 6 funded projects in 2012, to the tune of Tshs. 275 m.; 6 staff, 2 volunteers; Strategic Plan 2012-2016	In operation as WWG from 2001, registered as TNRF in 2006; 50 voting members, more than 2000 Associate members; Board of Directors with 14 members; institutional policies on human resources and finances in place; 8 funded projects, funding US\$ 1.6 m; 21 staff, 2 of them part-time; Strategic Plan 2012-16
Representation of farmers, pastoralists, their influence of agenda	Membership includes representatives of farmers and pastoralists, AGMs are attended by same groups, they are representation on Board, fact finding missions and research used to get views	Membership includes organizations of farmers and pastoralists, AGM attended by same groups, interviewed as sources of information for articles, press clubs at district levels direct link	Membership includes organizations of farmers and pastoralists; they participate at forums; are interviewed for videos and films, provide views directly through social networks
Horizontal linkages	Work closely with TALA, TLF, TNRF, JET, PINGOs, LHRC, TAWLA, REPOA, Policy Forum, and CBOs in its focus districts	Works closely with TANGO, TALA, TLF, TNRF, HAKIARDHI, LEAT, and CBOs in focus districts	Works closely with HAKIARDHI, more than 20 member CSOs, and 7 private sector members
Vertical linkages	Links with Parliamentary Committee on Land, Natural Resources and Environment, MLHSD, ILC, AIAS, LandNet East Africa, Land Alliance in the region, Foundations, Donors	Links with SANGONet, WJEF, media houses, VPO/DoE, Foundations, Donors, UNCCD, Ramsar Convention	Links with VPO/DoE, Ministry of Energy and Minerals, MNRT, and 14 international CSO members
Advocacy campaigns engaged in	Campaigns on Biofuels, REDD, MKURABITA, Ngorongoro, Loliondo, all with a view to securing land rights of small-scale farmers and pastoralists	Campaign against Prawns Fishing Project in Rufiji Delta, also against dynamite fishing, on biofuels, and in Loliondo for Maasai land rights	Campaigns on Biofuels, REDD, Loliondo Maasai land rights, Mama Misitu
Strategic alliances	With TALA, TLF, JET	With TNRF, HAKIARDHI, TLF	With JET, HAKIARDHI

The survey makes the following conclusions:

1. The three strategic partners have experience in mobilizing citizens around land rights advocacy, they have worked together in the past and each has established a niche that makes their collaboration in this Programme quite strategic. What is lacking is a more structured mechanism for community level mobilization and for engagement with the private sector and regional and global frameworks.
2. Each of the three partners and other CSOs in Tanzania form and maintain relations with peers and policy makers through networks, alliances and forums, including through the Policy Forum, with which all the three are associated.
3. The three partner organizations and CARE Tanzania recognize that to secure the land rights of small-scale farmers and pastoralists requires sustained and positive engagement between the private sector, government, civil society and communities to dialogue and build consensus around key challenges and strategies for addressing the same.
4. The three partners are engaged in joint actions both as individual partners and as members of TALA, and are clearly able to act as change agents for poor and vulnerable groups beyond the support of *Ardhi Yetu* Programme Initiative, which builds on work that they are already doing and have done for many years.
5. Coordination of CSOs around land issues is now undertaken within the framework of TALA, although it is not the only such framework. Given diverse interests around land, what is important is that there are mechanisms for positive linkages between the different actors in the manner that *Ardhi Yetu* Programme Initiative seeks to ensure.
6. There are active organizations of small-scale farmers and pastoralists in Tanzania, some of which have interacted with the three partners at different times. Within the framework of *Ardhi Yetu* it will be necessary to initiate a more structured process of engagement between those organizations and the three strategic partners in order to advance the objectives of the Programme.

The following recommendations are made to reinforce the design of *Ardhi Yetu* Programme Initiative to improve on the intended interventions:

1. **Conduct a baseline survey** at the community level to better align the programme interventions of each partner to the realities of the target communities.
2. **Organize a joint planning meeting** bringing together the three strategic partners and CARE Tanzania to agree on how synergy shall be created between the activities of the three partners and CARE Tanzania in the implementation of the Programme.
3. **Organize a launch workshop** that will bring together major actors on land and investments in Tanzania with whom the Programme shall be seeking to engage.
4. **Plan to host annual forums** at which the Programme activities shall be reviewed and their outputs shared with other relevant actors to influence national policy.
5. **Plan to include an organization of small-scale farmers** in the Programme partnership when the opportunity presents itself.

1. Introduction

CARE Tanzania has, since January 2014, started implementing a new Programme Initiative, *Ardhi Yetu* to support the strengthening of capacity of Tanzanian civil society organizations (CSOs) to promote land rights of smallholder farmers and pastoralists as a means of ensuring food security. The Programme is supported by CARE Denmark as part of its multi-country civil society strengthening programme implemented in seven countries and funded through a framework agreement between CARE Denmark and the Danish International Development Agency (DANIDA). It shall run for four years with the possibility of an extension to five years. It starts off with support to three strategic partners, namely; Journalists Environmental Association of Tanzania (JET), Tanzania Natural Resources Forum (TNRF) and the Land Rights Research and Resources Institute (HAKIARDHI). The three partners constitute the impact group for the Programme.

In order to better understand the status of the impact group at the outset of programme interventions and thereby establish initial values of indicators against which progress shall be measured CARE Tanzania commissioned a baseline survey, which was conducted between 10th March and 9th April 2014 (**Annex 1, Baseline Survey Timetable**). This report presents the findings of the baseline survey.

The report is divided into five sections. Following this Introduction, section 2 presents the methodology used in the baseline survey and highlights challenges and limitations associated with the methodology. Section 3 presents the key features of *Ardhi Yetu* Programme Initiative and the context for land rights advocacy in Tanzania, noting that the Programme comes at an opportune moment not just for the three strategic partners but also for land rights advocacy in general. The findings of the survey are presented in section 4, with each of the strategic partners discussed separately with reference to the key questions of the survey. Section 5 provides some conclusions and recommendations in accordance with the terms of reference.

2. Methodology: tasks and process

The survey sought to achieve the following three objectives, namely:

1. establish baseline values of indicators of intended outcomes against which measurements will be made of changes in capacity of the CSOs as a result of Program interventions;

2. generate information that will assist *ArdhiYetu* Program initiative in designing appropriate interventions and refining the Program logframe and the monitoring and evaluation plan as appropriate; and
3. validate the needs and priorities of the Program's strategic partners.

The baseline survey focused on the three strategic partners and sought to establish their situation with reference to the key intervention areas of the Programme. Specifically, the baseline survey analysed the institutional capacities of the CSOs as regards internal governance, human resource management and financial management, as well mobilization of citizens for social transformation and holding duty bearers accountable. The survey also sought to establish current values of the indicators of intended outcomes, validate the needs, priorities and expectations of the partners about the Programme, and assess the context of land rights advocacy in Tanzania in the light of changes and emerging challenges in governance, economic development and natural resource management. The strategic partners provided insights about the opportunities and constraints to land rights advocacy in Tanzania, the status of linkages between them and community level organizations (CBOs, associations of farmers and pastoralists) on the one hand, and regional, national and international alliances on land rights on the other hand. In this way, the baseline survey sought to gauge how effectively national level land rights advocacy groups represent the interests and priorities of local farmers and pastoralists and their organizations, and what opportunities and avenues are in place for the latter to influence and set the agenda for national level actors.

Ardhi Yetu Programme Initiative is keen to promote positive interactions between CSOs, the government and the private sector in addressing land rights issues. As such, the survey sought to understand what spaces, platforms and opportunities exist for civil society, government and the private sector to engage on these issues, what mechanisms are in place for ensuring follow up action on whatever is discussed; and associated challenges and constraints.

To deepen understanding of the context and status of advocacy and campaigns around land issues in Tanzania, the strategic partners were invited to provide examples of successful (and not so successful) advocacy campaigns that they have engaged in and to reflect on good practices and lessons they have learned from the said campaigns. Inquiries were made about the number and types of joint actions/advocacy initiatives coming out of strategic alliances or

networking/coalition building initiatives that the strategic partners have engaged in, and the partners interrogated on their capacity to mobilize citizens for social transformation with reference to land rights.

The survey was conducted using primarily qualitative methods, although quantitative methods were also used to generate necessary data. A desk review of the policy context for land rights was undertaken to understand the key policy, legislative and institutional opportunities and constraints to land rights advocacy in Tanzania generally and with specific reference to smallholder farmers and pastoralists in the areas affected by commercial agriculture.

Government initiatives targeted at spurring rural development such as Southern Agricultural Growth Corridor of Tanzania (SAGCOT), *Kilimo Kwanza*¹ and Big Results Now (BRN) were analysed for their implications for land rights of small-scale farmers and pastoralists.

The survey provided an opportunity to map out the key actors on land rights in government, the private sector and civil society who will be critical for the success of the *Ardhi Yetu* Programme Initiative, and to understand how they interact. Constitutions, strategic plans and activity reports of the strategic partners were reviewed to understand the capacity of the partners and better appreciate the record of interactions, opportunities and challenges, achievements and failures.

Key informant interviews were held in Northern Tanzania², Dar es Salaam and Rufiji with representatives of the three strategic partners and other key actors from government and civil society (**Annex 2, List of Interviewees**), during which insights were sought on issues pertinent to the survey (**Annex 3, Issues for Interviews**). Efforts were made to reach out to members of the private sector for interviews, and although face to face interviews proved impossible, their perspectives were obtained through email communications. The representative of SAGCOT was traveling out of the country during the period of the baseline survey and could not be available for face to face interviews, though he expressed willingness to be interviewed. He requested to be sent the outline of issues (Annex 3) and on his return to Dar es Salaam was able to provide responses and give information on SAGCOT and its approach to the security of land rights of small-scale farmers and pastoralists.

¹ Kiswahili for “Agriculture First”

² Arusha, Meru District, and Simanjiro

An appointment was made for an interview with a representative of Rufiji Basin Development Authority (RUBADA), which though not a private sector entity is a critical player in attracting private sector investment in the Basin; but the representative was not available for the meeting when the team visited their offices in Dar es Salaam. Nevertheless, perspectives on the private sector were received from the diverse key informants interviewed, and in particular from the Agricultural Non State Actors Forum (ANSAF) the membership of which includes private sector players.

2.1. Challenges and limitations

A number of challenges experienced in the course of the baseline survey are worth highlighting upfront as they may have a bearing on the findings and conclusions. The most critical of the challenges related to accessing quantitative data and establishing the locus of policy decisions in government about agriculture and rural development.

The terms of reference underscored the need to generate quantitative data on values of indicators for Programme outcomes. However, as policy advocacy organizations, the strategic partners focus mainly on qualitative analyses, and their reports thus tend to be wanting on quantitative data. Nevertheless an effort was made to generate such quantitative data as is relevant for the analysis.

As regards assessment of the capacities of the strategic partners, the main sources of information were the organizations themselves, their institutional reports and information generated from interviews with their key officials and Board members. There was little opportunity for insights from their peers, as the only partners interviewed in the course of the survey were community groups.

In discussions with government officials met during the survey, it became evident that commercialization of agriculture enjoys immense political backing, that major policy decisions about land for agriculture and rural development are made at the highest levels of government, and that most officials are only concerned with implementation of those decisions. All officials met acknowledged that pressures to allocate land to investors emanated from the highest levels of government, and that often those public officials who insisted on following procedures set out in law for protection of the rights of small-scale farmers and pastoralists were depicted as frustrating

the push for rural development and food security. This raises questions about what offices in government should be the focus of advocacy aimed at influencing these processes.

3. Background and Context

Ardhi Yetu Programme Initiative aims to strengthen the capacity of civil society to hold lands sector duty bearers (including government and private sector) accountable while advocating for the rights of small scale farmers and pastoralists. It contributes to strengthening the land rights of small-scale farmers and pastoralists to ensure food security and sustainable rural development. The relevance and ultimately success of this intervention requires a clear understanding of the context for land rights advocacy in Tanzania. This section presents the key features of *Ardhi Yetu* Programme Initiative as well as a brief review of the national context for land rights advocacy in Tanzania.

3.1. *Ardhi Yetu* Programme

The overall objective of *Ardhi Yetu* Programme initiative is to strengthen the capacity of civil society in Tanzania to be an effective force in influencing the formulation and implementation of policies on agriculture and rural development in order to ensure that the rights of small-scale farmers and pastoralists are promoted and secured. The theory of change informing this intervention is that a strong, vibrant and accountable civil society will ensure that land rights of small-scale farmers and pastoralists are not undermined by commercial agriculture interventions. By strengthening the organizational capacities of the three strategic partners, the Programme expects to improve their

Box 1: *Ardhi Yetu* Goal and Outcome Areas

Overall Goal

To strengthen capacity of Tanzanian civil society at local and national levels to hold lands sector duty bearers accountable while advocating for the rights of small scale farmers and pastoralists

Outcome Areas

1. Strengthened capacity of selected NGOs working on land rights, with regard to improved governance, financing and financial management, human resources management, and delivery of programme goals
2. Increased capacity of small-scale farmers and pastoralists and their local organizations to represent their interests, understand their rights and work together collaboratively
3. Strengthened vertical linkages between local level CBOs and interest groups with national, regional, and international level networks and alliances supporting land rights
4. Effective CSOs campaigns from civil society, targeted at holding government and private sector duty bearers accountable with regard to improved transparency and governance within the Tanzanian lands sector

effectiveness in supporting organizations of small-scale farmers and pastoralists and in representing their interests in national, regional and global policy debates. The success of these interventions shall ensure that small-scale farmers and pastoralists are resilient and able to secure their rights to food and thereby promote sustainable rural development (See Box 1).

Ardhi Yetu Programme Initiative will contribute to the achievement of programme goals of both CARE Denmark and CARE Tanzania. The former is to strengthen civil society organisations' capacity to act as credible, legitimate and accountable change agents that represent poor and vulnerable people who depend on natural resources and to support civil society in using evidence for gradual rights realization in policy, planning and implementation. The latter is to promote vibrant, equitable and resilient rural societies where women are empowered to realize their social, political and economic rights and natural resources are sustainably managed in changing climate. Specifically, *Ardhi Yetu* shall contribute to making public, private sector and civil society institutions more responsive to and accountable for the needs and rights of rural women, which is one of the essential changes that CARE Tanzania seeks to achieve.

3.2. Context for land rights advocacy in Tanzania

The national context for land rights advocacy in Tanzania is defined mainly by the National Land Policy of 1995, and the two land laws enacted in 1999, namely: the Land Act and the Village Land Act. Also relevant are sector policies and laws on environment, wildlife management, water and forest resources management and mining. The content of these instruments and the challenges faced in implementing them are in turn defined by the history of the country on the one hand and its current interactions with global economic development dynamics on the other hand. Socialist policies have since 1985 given way to economic liberalization that has opened up the country to private, largely foreign investors attracted mostly by the promise of large tracts of fertile land in rural areas and abundant natural resources.

The opening up of the country to private investment has put the land rights of small-scale farmers and pastoralists under pressure. Peasant farmers and pastoralists are losing farmland to commercial agriculture, which has the support of government policy and practices, and is seen as the way forward for rural transformation and national development. These pressures further exacerbate the situation for small-scale farmers and pastoralists already struggling with adverse impacts of climate change.

Small-scale farmers and pastoralists have always experienced pressure from policy imperatives that undermined their control to land and natural resources. This was the main message from the Presidential Commission of Inquiry on Land Matters (the Shivji Commission), which was appointed in January 1991 and presented its report in November 1992. However, the new wave of pressures on small-scale farmers and pastoralists is much more complex given that it is globalized and institutionalized. It is informed by imperatives of corporatist globalization and is supported by a national policy that privileges commercialization of agriculture and livestock production. This policy direction is evident in the major initiatives of the government for promoting rural transformation, such as *Kilimo Kwanza* Initiative, SAGCOT and BRN.

Kilimo Kwanza is a strategy that was launched by the President of Tanzania in 2009 to spur the implementation of the Agricultural Sector Development Programme (ASDP). It emphasizes the role of the private sector in the development of agriculture by actively participating in agricultural production, provision of agricultural inputs, crop marketing, and entire agricultural value chain. It aims to modernize agriculture, defined to include crop and livestock production as well as fisheries. Interventions to increase crop production include: introducing modern farming technologies in order to improve the acreage under cultivation, improving knowledge and increasing acreage under irrigation, using improved seeds and fertilizer, controlling pests and investing in large scale farming. In the livestock sector interventions are introduced to increase production of meat, milk and poultry products; while in the fisheries sector, the aim is to increase fish farming, improve fish yields and fish catch, while improving environmental management.

SAGCOT is a public-private partnership that is seen as a means of achieving the objectives of *Kilimo Kwanza* in Tanzania's Southern Corridor, covering the coastal plains, the valleys of Kilombero and Ruaha, the hills and valleys of the Southern highlands and the Usangu plains. Its stated objectives are to enhance food security, promote environmental sustainability, and reduce rural poverty. The SAGCOT Investment Blueprint launched in December 2012 sets out an ambitious roadmap that aims to develop commercial agriculture over an area covering 350,000 hectares of farm land with the promise of delivering major benefits to the livelihoods of smallholder farmers, improving domestic food supply, increasing agricultural export earnings, and enhancing value chains agribusinesses. It is an initiative that on paper holds much promise for addressing food security and alleviating poverty. However, it has met stiff opposition from land rights activists because of the manner in which it is being implemented, with little

consultation with small-scale farmers and pastoralists and in apparent disregard of their customary land rights.

The BRN Initiative, which is based on a development model that has been implemented in Malaysia was launched by the President in 2013 as part of Tanzania's effort to transition from a low to a middle-income economy starting with the 2013/2014 Financial Year. It focuses on six priority areas articulated in the Tanzania National development Vision 2025, namely: energy and natural gas, agriculture, water, education, transport and mobilization of resources. It is set to initiate 25 new commercial agriculture projects and 78 collectively managed rice irrigation schemes which will require 474,000 hectares of land for rice, and 114,000 for sugar production by 2015. The Initiative seeks to open up the development planning and implementation process to public participation and to enhance coordination across sector ministries for the realization of Vision 2025. Oversight of the implementation of the Initiative is the responsibility of the President's Delivery Bureau in the Office of the President, which brings together experts and key stakeholders who will choose and agree on priorities and refine them for implementation.

These and other initiatives on rural development and natural resource management have significant implications for security of land rights of small-scale farmers and pastoralists. Although the project documents and proponents state their commitment to enhancing livelihoods of small-scale farmers and pastoralists and declare the intention to involve them in decision making, it is evident that a lot of work will have to be done to ensure that this happens. Even where spaces for public participation and influence are available, the effective use of such spaces will require that the requisite capacities are built among small-scale farmers and pastoralists. This is particularly the case in a context where government officials are under immense political pressure to deliver as was confirmed in interviews with officials at both the district and national levels.

Local government officials and small-scale farmers and pastoralists spoken to during the baseline survey expressed fears about the implications of these major government initiatives on land rights. They stated that the land targeted for these projects, and which were perceived by national government as being idle and available for investments are often land that small-scale farmers and pastoralists depend on for their livelihoods. In Arusha district for instance, it was asserted that land that is being targeted for BRN is land that local pastoralists have traditionally used for

grazing. When this claim was put to an official of the Ministry of Lands he suggested that such fears may be a result of ignorance about how the projects are being implemented, insisting that there is no way in which BRN initiatives could undermine local land rights as the process is underpinned by public participation and consultation at all levels.

These conflicting perspectives as between government officials and small-scale farmers and pastoralists confirm the need for capacity building and awareness creation on these projects, the way they are implemented and their implications for land rights. The national policy, legal and institutional apparatus is well-equipped to manage the pressures and competing interests in favour of small-scale farmers and pastoralists given the powers vested on communities over the management of village land by the Village Land Act. However, the challenge of implementation and enforcement undermine the opportunities for securing rights of small-scale farmers and pastoralists.

Poor enforcement and implementation of policies and laws, elite bias towards commercialization, the contradictions and tensions within land laws on protection of smallholder land rights, inadequate institutional capacity, and corruption combine to deny communities the benefit of what are otherwise very progressive policies and laws on land and natural resource management. In this context, a vibrant and effective civil society is critical for securing the rights of small-scale farmers and pastoralists. This is particularly important now given that the government is set to invest significant resources for land-use planning across the country. The three strategic partners can use the opportunity and with the support of *Ardhi Yetu* Programme Initiative ensure that rights of small holder farmers and pastoralists are upheld in the process.

Yet civil society is often divided, under-resourced, lacking in capacity, and therefore easily compromised in their protection of the land rights of small-scale farmers and pastoralists. Even where civil society is organized, they lack the skills and incentives to work with the private sector, which is a critical player in agriculture and rural development and which has the support of the government. *Ardhi Yetu* Programme Initiative seeks to provide civil society with the support that will help address these constraints and strengthen them as advocates for the land rights of small-scale farmers and pastoralists. In this connection, the challenges enumerated above also constitute opportunities for advocacy on land matters since they have triggered public uproar, which the government and the public are equally concerned about, so that any initiative

that offers an opportunity for addressing these challenges and providing a lasting solution is likely to be well received by all key stakeholders.

4. Findings: baseline information

All the three strategic partners are established CSOs which have been in operation for many years ranging from eight years for TNRF to 20 years for HAKIARDHI. They are all membership organizations and all are committed to the promotion and protection of land rights of small-scale farmers and pastoralists. Further details in respect of each are provided below.

4.1. HAKIARDHI

Land Rights Research and Resources Institute (LARRI or HAKIARDHI) is an NGO registered in Tanzania as a company limited by guarantee. The first object listed in its Memorandum and Articles of Association encapsulates what HAKIARDHI has stood for over the 20 years since its registration in 1994. It is stated as:

To advance, promote and research into land rights of small peasants and pastoralists with a view to provide (sic) information and knowledge so as to facilitate equitable access to land for production of food and other basic needs; and in particular but without prejudice to the generality of the foregoing to monitor developments in land tenure regimes (including machinery for settlement of land disputes) generally in rural and peri-urban areas particularly; and in connection therewith to educate the public at large and land administrators specially (sic) in alternative and suitable forms of land tenure regimes including accessible modes of settling land disputes; and to conduct and procure research and training concerning these and to publish or otherwise to make known the results thereof to the public.

The overall goal of the Institute is to achieve a socially just and equitable tenure system in which access to, ownership of and control over land for production of food and realization of basic needs for the small producers is guaranteed. One of the three strategic objectives of the Institute is “improved policies, practices and institutional frameworks on land to secure, protect and guarantee small producers’ rights to land and related resources”. These tie in neatly with the Programme goals for both CARE Tanzania and CARE Denmark.

HAKIARDHI boasts a membership of 25 people made up mainly of peasant farmers, pastoralists and land rights advocates including lawyers and University Professors³. The

³ The Strategic Plan states that there are 28 members, but the list of members provided by the Secretariat has 25

members meet annually in an Annual General Meeting (AGM) to deliberate on the work of the Institute, provide feedback and identify priorities for its ongoing work. The members ensure that the research work of the Institute is grounded on priority needs of its core constituency. The members elect members of the Board of Directors and the Chair of the Board. They also approve the appointment by the Board of the Executive Director. The Institute has a non-Executive Advisory Council, which advises the Board of Directors. The Board of Directors and the Advisory Council each have a membership of five people.

Over the 20 years of its existence, HAKIARDHI has seen significant growth as an organization. It has earned a reputation both locally and at the regional and global levels as a serious research outfit delivering high quality research outputs on land rights in Tanzania. In its earlier years, it was perceived to be left-leaning with a strong socialist critique of land rights; given its avowed commitment to the promotion of the rights of peasant farmers and pastoralists, and the reputation of its founding Executive Director, Prof. Issa Shivji. That perception affected the way government officials saw the Institute in those initial years, with many of them seeing it as overly critical of the government on land issues.

The Institute continues to advocate for the rights of peasant farmers and pastoralists and remains critical of policies and practices that impact negatively on their rights, but it is no longer perceived as being anti-government in the positions it takes, and is increasingly accepted by government officials as a critical actor in the land sector. Indeed an official of the Ministry of Lands interviewed during the baseline survey confirmed that HAKIARDHI is a key stakeholder in the new Land Tenure Support Programme set to be launched by the Ministry soon, and had been invited to an inception workshop that was due to be held in the course of April 2014..

HAKIARDHI has institutional policies in place. Its Personnel Policy was updated and amended by the Board on 31st August 2013, the same date on which its current Financial Regulations were approved. Its current Strategic Plan runs from March 2012 to February 2015.

The work of the Institute is organized around three programmes: Programme on Knowledge Generation and Dissemination, Programme on Public Engagement, and Programme on Institutional Management and Programme Support. The first two programmes constitute the core of the work of the Institute consisting of policy research, analysis, dissemination, training, capacity building and advocacy. The last Programme focuses on institutional capacity development and fundraising to ensure sustainability of its operations. It ties in pretty well with the partnership between *Ardhi Yetu* Programme Initiative and HAKIARDHI.

HAKIARDHI has 16 members of staff, of whom 8 are engaged in programme implementation, 3 are in finance and management and the rest are support staff (drivers, security and office assistants). In 2012 it received funding support in excess of Tshs. 1.3 bn. Donors providing support to the Institute include bilateral donors such as DANIDA, the European Union (EU), and DFID (through KPMG); Foundations and international NGOs such as Action Aid and Worldwide Fund for Nature (WWF).

In sum, HAKIARDHI is a well-established research NGO with a solid financial base, strong governance and management systems and capacity for programme implementation. They intend to use the support from *Ardhi Yetu* Programme Initiative to strengthen their governance and staffing in the light of the changing context of advocacy in Tanzania as they begin their third decade of existence. They see this new partnership as an opportunity to help them in implementation of their current strategic plan, which acknowledges the existence of and seeks to address capacity gaps in the areas of Monitoring and Evaluation (M&E), human resource management, financial management and procurement. *Ardhi Yetu* will also help them strengthen their linkages, especially with the private sector and with regional and global alliances on land rights and food security.

In terms of linkages, alliances and networks, HAKIARDHI works closely with other CSOs in Tanzania around land rights issues.

It is a major resource for other CSOs engaged in land rights advocacy through its research publications and training capacity. It is the secretariat for Tanzania Land Alliance (TALA). It also coordinates the Tanzania Bio Energy Forum (TABEF) which brings together organizations seeking to promote socially equitable and beneficial investments in the sector.

“HAKIARDHI...beneficiaries...include but are not limited to : private sector functionaries on land matters, relevant government institutions on land rights issues, civil society organizations specializing on land rights advocacy and related faculties, faith based organizations especially at local levels in programme areas and the people’s representative organs like the Parliament and district councils”.
HAKIARDHI Strategic Plan 2012-2015, p. 12

HAKIARDHI is also associated with Tanzania Land Forum (TLF) which was established as a framework to bring together CSOs and Faith-Based Organizations (FBOs) following the Land Justice Conference held in September 2012 and organized by the Evangelical Lutheran Church of Tanzania in collaboration with Sebastian Kolowa Memorial University (SEKOMU). It collaborates regularly with TNRF, JET, Pastoralist Indigenous Non-Governmental Organizations (PINGOs) Forum, Legal and Human Rights Centre (LHRC), Tanzania Women Lawyers Association (TAWLA), and other like-minded CSOs. Collaboration with national organizations includes participation by HAKIARDHI in conferences and other forums organized by such organizations. The Activity Report for the period March 2012 to February 2013 lists 7 such major meetings in which the Institute participated through members of its Board and Secretariat in different parts of Tanzania. It also lists 4 international meetings that were attended by HAKIARDHI staff outside the country.

Apart from horizontal linkages with national CSOs working on land rights issues, HAKIARDHI has linkages with communities and Community-Based Organizations (CBOs) especially within its 7 focus districts of Kilindi, Mkinga, Mahenge, Kilolo, Mufindi, Namtumbo and Tunduru, within peri-urban Dar es Salaam and in the Coastal region. It has over the years cultivated good working relations with the Ministry of Lands, Housing and Human Settlements Development, while its advocacy work targets Parliament, the Commission for Human Rights and Good Governance (CHRGG) Law

Reform Commission of Tanzania, District Officials responsible for land and natural resources and local government officials in the focus districts.

HAKIARDHI vertical and horizontal linkages

National NGOs with which it works – 5
District governments with which it works – 7
Ministries with which it works – 3
National networks it belongs to – 3
Regional networks it belongs to – 1
Regional partnerships forged - 1
Global networks it is associated with - 1

Beyond the national borders, it has linkages with East African Community (EAC), International Land Coalition, African Institute for Agrarian Studies, LandNet East Africa, and land alliances in the East African region. It also has strong relations with donors, international

NGOs and Foundations as evidenced by its funding base.

These alliances and networks have proved useful in the work of HAKIARDHI, particularly in advocacy campaigns that it has spearheaded, such as advocacy on biofuels, REDD, MKURABITA, Ngorongoro and Loliondo. In all these advocacy campaigns, the concern of HAKIARDHI has been to create awareness among citizens about the implications of these programmes and processes on land rights of small-scale farmers and pastoralists and to empower them to protect their rights. It has also sought to hold government and private sector duty bearers accountable by requiring them to abide by the law and global standards governing protection of rights of resource dependent communities within investments in land and natural resources.

Because it seeks to defend the land rights of peasant farmers and pastoralists, HAKIARDHI has been critical of the actions of the private sector who are the key actors with government on investments that undermine the rights of small-scale farmers and pastoralists. As such, it has often found itself taking positions that are against those taken by investors and by the government in promoting investments. This has portrayed HAKIARDHI as being against the private sector and rendered relations between the Institute and the private sector problematic. Indeed, the Executive Director of HAKIARDHI was quite categorical that seeking to engage the private sector is a waste of time for the Institute as their positions on land rights are essentially antithetical.

However, it is evident that the impact of the good work HAKIARDHI seeks to do in securing land rights of small-scale farmers and pastoralists in the context of commercialization of agriculture and livestock production will depend in large measure on how effectively it is able to engage the private sector and get their buy-in on the concerns about how their investments affect livelihoods. It is not possible that HAKIARDHI will be able to make much progress in this regard without finding ways of positively engaging with the private sector. In any case, this is consistent with its Strategic Plan which lists the private sector first among the beneficiaries of its work.

Table 2 presents some key baseline data on HAKIARDHI that is relevant to *Ardhi Yetu* Programme Initiative. As stated in the discussion about challenges and limitations in the Methodology section above, quantitative data is not readily available. These figures are estimates and have been generated from the Annual Report of the Institute, *Taarifa ya Utekelezaji wa Shughuli za Taasisi kwa Kipindi cha Machi 2012 – Februari 2013* and other institutional reports.

HAKIARDHI: Some Key Advocacy Related Baseline Data	
Number of people directly reached by the Institute in 2012	53,000
Number of people indirectly reached	275,420
Number of CBOs/CSOs trained	105
Number of land-related advocacy campaigns undertaken	10
Number of fact –finding missions undertaken in 2012	3
Baseline surveys conducted in 2012 to plan training workshops	4
Policy analyses conducted and published (through TALA) in 2012	2
Community resource centres opened in 2012	7
Short video films on land rights produced in 2012	7
Number of guests to the two www.hakiardhi.org and www.tabef.or.tz in 2012	33,602
Number of reports posted on the two websites in 2012	50
Number of hits on the two websites in 2012	471,310
Number of radio programmes aired through FM radio stations to teach land rights	62
Number of television programmes on land right aired through different channels	22
Number of newspaper reports covering the work of HAKIARDHI	24
Number of information, education and communications reports issued	7
Number of publications disseminated	9,786

Number of text messages received from the public seeking advice on land issues	150
Number of telephone calls received from the public seeking advice on land issues	80
Number of emails received from the public seeking advice on land issues	30

4.2. JET

JET was registered in 1991 although it had been in existence informally from 1989. It is a membership of organizations started by journalists with an interest in environmental conservation, and although it has since opened up its membership to non-journalists, most of its 145 members are journalists, many of whom are practising with media houses in Tanzania⁴.

The Association is registered as an NGO to promote environmental conservation and sustainable development by raising public awareness and enhancing good governance in environmental management through media including radio and television programmes, news and feature articles and such communication systems such as theatre, art, dances and plays. It has a Board of Directors made up 10 members all of them journalists from the print and electronic media. The day to day running of the Association is done by a secretariat made up of 6 members of staff and two volunteers.

JET has a Constitution (amended in March 2013) and a Strategic Plan for the period 2012 to 2016. The new Strategic Plan focuses the Association on mainstreaming governance issues in its environmental campaigns as a means of ensuring adherence to good governance practices in environmental management at district and local levels. It does this by sensitizing local communities and their leaders at the village, ward and district levels on good governance practices and good climate change interventions in environmental management. Its interventions are expected to ensure effective and sustainable enforcement and compliance with environmental policies, laws and regulations at all levels, including compliance with obligations of government within the framework of Multilateral Environmental Agreements (MEA).

Apart from the Constitution, JET has institutional policies that govern such issues as human resources management and financial management. However, just like they have done with the Constitution, the Board members are keen to revise and update the institutional policies to align them with changes that have taken place within the Association and in its operating environment.

⁴ In oral interviews the Executive Director indicated that JET has a membership of 165, but the register lists a total of 145 members, which is the one used here.

They welcome their partnership with *Ardhi Yetu* Programme for the support it will provide in this regard. They plan to use the support to develop institutional manuals on procurement and human resources and a resource mobilization strategy. They also plan to establish a Monitoring and Evaluation (M&E) System.

Currently, the Association is implementing six projects: Oil and Gas; Dynamite Fishing; Mama Misitu Campaign; Fredskorpset Exchange; Climate Change; and Kilimo Kwanza Research. During 2012, the Association had funding support to the tune of Tshs. 275 m. The bulk of funding comes from donors, with the largest amount coming from Fredkorpset. Members of the Association also make a contribution to the budget through annual subscription fees, which in 2012 raised a total of just under Tshs. 1.4m. The main donors for the Association in 2012 were Fredkorpset, Foundation for Civil Society (FSC), Royal Norwegian Embassy and Embassy of Finland (funding Mama Misitu Campaign); WWF and Tanzania Media Fund (TMF).

As regards representation of small-scale farmers and pastoralists, JET as a communications organization depends on these as the sources of the information that it disseminates through different media. The issues that it takes up are those that small-scale farmers and pastoralists are concerned about and its interventions are made in response to the outcry of these groups. It has established Press Clubs at the district level to mediate its linkages with local communities on an ongoing basis, to ensure that it keeps abreast of issues as they occur at the community level. Amendment of the Constitution to allow for membership of community groups is also meant to strengthen the linkages with communities. As members, such groups participate in Annual General Meetings (AGMs) of the Association where policy decision and priorities are determined. They also interrogate the work of the Association by reference to its relevance to community priorities.

JET is closely associated with national CSOs working on land, natural resources and environmental issues. It is used by these organizations as a framework for dissemination and advocacy. It is a member of TNRF, and has over the years been collaborating with HAKIARDHI and TNRF as a means of publicizing concerns, raising awareness and pushing advocacy messages on these issues. Apart from HAKIARDHI and TNRF, it has positive relations and engagement with Lawyers Environmental Action Team (LEAT), TALA, and TLF. It also has strong relations with the Division of Environment at the Office of the Vice President, which gives

it a useful entry point into government. At the community level, it relates with CBOs that work

JET vertical and horizontal linkages

- Community/district groups with which it works – 36
- National NGOs/groups with which it works – 17
- Government ministries with which it works – 3
- National alliances of which it is a member - 1
- Regional alliances to which it belongs – 3
- International alliances to which it belongs – 1

on environmental conservation issues, which it uses to source information from the community level.

Regional and global networking has been important for some of the campaigns that JET has worked on, especially those that touch on MEAs and

foreign investments. It is a member of the Southern Africa Human Rights NGOs Network (SAHRiNGON) and the World Journalists Environment Forum (WJEF). It is the CSOs Focal Point for the United Nations Convention to Combat Desertification (UNCCD) and active participant in the processes of the Ramsar Convention on Wetlands. In these latter capacities he works closely with the Government Focal Points in the Division of Environment at the Office of the Vice President.

JET has engaged in major campaigns aimed at promoting environmental conservation in Tanzania, some with significant impacts in the country. It spearheaded the campaign that stopped the development of a Prawns Fishing Project in Rufiji River Delta. JET and other environmental NGOs opposed the project in order to protect mangroves found in the only delta in Africa the integrity of which has not been undermined by environmental degradation. JET made good use of both print and electronic media locally and abroad to sensitize and empower people around the delta and other citizens by providing information on the negative effects of prawn farming on the environment, drawing on experiences from other countries in the world where such projects have been implemented. The project, which had been approved by the National Environment Management Council (NEMC) and the Tanzania Fisheries Research Institute (TAFIRI), was ultimately abandoned as government authorities conceded that it was environmentally destructive and would adversely affect local livelihoods.

It has also spearheaded campaigns against illegal hunting and poaching of wildlife, working closely with other stakeholders including villagers living around hunting blocks. In 2000, it organized a group of Maasai pastoralists from six villages in Loliondo, Ngorongoro to address a press conference in Dar es Salaam to confirm the massive killing of wildlife in the area. This led

to a huge outcry both locally and abroad as Loliondo is an important wildlife dispersal area for migratory species from the Masai Mara Game Reserve in Kenya to the great Serengeti plains in Arusha region, with a high concentration of wild animals, including endangered wildlife species.

In its role as the CSOs Focal Point for the United Nations Convention to Combat Desertification, JET has coordinated activities of NGOs and CBOs working on desertification and drought in the country, working closely with the National NGO Steering Committee and the government to sensitize people on the impacts of desertification. The Association has also been an active participant in meetings of the Ramsar Convention on Wetlands and is a member of the Tanzania Country Working Group on the Convention. It is currently implementing the Mama Misititu Campaign in partnership with 17 partners that include national and international conservation NGOs.

As part of its campaign to raise awareness about environmental conservation and to support the environmental journalism in Tanzania, JET presents annual awards to journalists who demonstrate exemplary skills in coverage of environmental issues. The award started in 2006 and recognizes journalists from newspapers, radio, television and photography plus an overall winner. Winners in each category receive Tshs. 500,000/- in cash, a trophy and a certificate. The overall winner receives the Minister’s Award for the Environmental Journalist of the Year, with a cash value of Tsh. 2 m. JET also publishes two monthly publications - *JET News* and *Kasuku* - as vehicles for creating awareness about environmental conservation and interesting journalists in taking up environmental issues reporting.

The Table below lists some key advocacy related baseline data on JET that is of relevance to *Ardhi Yetu* Programme Initiative.

JET: Key Advocacy Related Baseline Data	
Number of national campaigns that JET has spearheaded on environmental conservation	6
Number of districts in which JET worked in 2012	24
Number of international initiatives with which JET is associated	3
Number of papers in which JET articles are published	17
Number of articles published by JET in 2012	540
Number of fact finding missions conducted in 2012	16
Number of people reached indirectly by JET activities	3 million

4.3. TNRF

TNRF started operations in 2001 as the Wildlife Working Group (WWG) bringing together a group of like-minded who sought to promote a rights-based approach to wildlife conservation in Tanzania. In October 2005, WWG was transformed into TNRF to expand its focus beyond wildlife to all natural resources. Its vision remained the same, namely the achievement of equitable, sustainable and transparent management of the natural resources of Tanzania. One year later, in October 2006, it was duly registered as entity under the Societies Act, and it has operated as such since then. Its Constitution was amended at the 2011 Annual General Meeting of the Forum in order to better structure the membership criteria.

TNRF is a membership organization with a two-tier membership system of full voting members and associate members. It has 50 members full voting members of whom only four are individuals, the rest being local and national organizations as well as international NGOs, and the private sector. Associate members are in excess of 2000. While all members are entitled to participate in working groups and dialogues, only full voting members have the right to influence strategic decisions for the organization and can serve on the Steering Committee and participate in the Annual Meeting.

Policy oversight is provided by a 14-member Board of the Forum constituted from amongst its membership. The Board members are experts in their fields and experienced in issues of natural resources and governance. They provide advice to the Executive Director and Management Team on strategic issues and ensure the continued relevance and credibility of the organization in line with its founding mandate. The Board meets at least four times in a year, and they report on the activities of the Forum to the members at the Annual Meeting.

TNRF has developed institutional policies on human resource management and financial management. The Human Resources Policies Manual is dated February 2012, while the Finance Regulations were revised in January 2013. It is currently implementing a Strategic Plan that runs from 2012 to 2016. The Plan was developed to align the organizational strategy to the current socio-political context of the Tanzania. The new Strategic Plan recognizes the importance of governance issues around natural resource management, marking a departure from the traditional emphasis on technical interventions through programs and projects. It asserts that the new approach will require new analyses of socio-political and economic factors, the building of new alliances, the design and implementation of new models and strategies, and strong engagement

with a citizenry that is increasingly politically aware and active. It commits TNRF to what it calls “a multi-level approach” that entails creating synergy with other actors as a means of pushing for accountability and positive change. This is quite consistent with the approach of *Ardhi Yetu* Programme Initiative.

The Forum has a staff complement of 21, two of whom work on part-time basis. Most of the staff members are employed by specific projects, which means that their contracts are for periods linked to the length of the projects. They see their new partnership with *Ardhi Yetu* as an opportunity to address the challenges of core funding and hope through it to employ a Land-Based Investments (LBI) Coordinator to lead their work on land and investments. They also look to the partnership to help them in implementing the Strategic Plan with particular focus on the priority strategy on land and investments.

As at April 2013, TNRF had 8 funded projects from which it generated an annual income in excess of US\$ 1.6 m; 65% of which came from the *Mama Misitu* Campaign, being implemented by a partnership of 10 NGOs, and funded by Embassy of Finland. TNRF is the Lead Partner responsible for the overall contractual obligations including managing the funds on behalf of the other NGOs. Its other donors include Belgian Survival Fund (BSF), Irish Aid, International Institute for Environment and Development (IIED), International Union for Conservation of Nature (IUCN), International Land Coalition (ILC) and International Fund for Agricultural Development (IFAD). Apart from the envisaged partnership with *Ardhi Yetu*, it is negotiating a new three-year partnership with WWF’s Coastal East Africa Initiative (CEAI) from which it hopes to generate US\$ 100,000 annually.

This impressive list of funding partners notwithstanding, TNRF has been in financial crisis as the bulk of their funding is for project implementation, with very little going to the support of the organization. Concerned about this, TNRF has initiated a restructuring process, and introduced new measures to govern its partnerships with a view to ensuring the Forum derives value from projects that it implements. It is now intent on full cost recovery from projects that are implemented through it.

Over the years, TNRF has promoted its members’ engagement with natural resource management policy discourse through working groups, among them the Wildlife Working Group, Tanzania Forest Working Group, and the Pastoralist Livelihood Task Force. The working groups have

played key roles in lobby and advocacy concerning the development of new policies and laws and the implementation of existing ones. It has developed a reputation as a trusted serious actor in policy discussions, trusted by government, communities and private sector actors in biodiversity conservation and natural resource management. Its publications are widely disseminated and used by communities locally and at the regional and global levels.

Like *Ardhi Yetu*, TNRF is committed to strengthening citizen voice and skills to hold duty bearers accountable. However, its

focus is on improving the governance of natural resources. Its vision is “to see policy and practice in the natural resource sector changed for the better – through improved governance and accountability”. It has seven priority

TNRF...networks with a broad range of stakeholders at local community, national, regional and international levels. These are typically individuals, communities, institutions of various kinds, research institutions, international and national organizations, politicians and Parliament, government officials and departments, international donors and finance facilities, Tanzanian government ministries and local and international networks – *TNRF Strategic Plan 2012-2016*, p.8

strategies, four to address the external environment and three to address the internal environment.

Two of the first four priority strategies - facilitating platforms, and engaging multi-stakeholder dialogue on land and investments - are of direct relevance to *Ardhi Yetu*. The first seeks to strengthen citizen voice through awareness creation, communications and media engagement; while the second one seeks to facilitate dialogue between major stakeholders engaged in land and natural resources investments as a means of addressing potential conflicts and promote sustainable development.

Two of the priority strategies targeted at internal TNRF environment are of direct relevance to *Ardhi Yetu*. These are building relationships and organizational capacity. The former aims to establish effective relationships with members, government, private sector and creating appropriate strategic networks. The latter aims to build develop and strengthen the organizational capacity of TNRF.

As a networking framework, TNRF works through its member organizations, and thus linkages with diverse actors is critical to its work. As already stated, its membership includes CBOs operating at community and district levels, national NGOs, international NGOs and the private sector. It also has some research organizations in its membership. Moreover, in its work, the Forum targets citizens, communities and their institutions; CSOs and working groups; Members

of Parliament and Parliamentary Committees; the media, government ministries and institutions; and private sector actors and corporations in the natural resources sector. Thus through its membership and the target groups, the Forum has in place an appropriate framework for the kind of vertical and horizontal linkages useful for policy influencing.

TNRF has effective and functional linkages with like-minded NGOs at national, regional and international levels. Apart from HAKIARDHI and JET, it works closely with PINGOs Forum, Tanzania Pastoralists and Hunter-Gatherers Organization (TAPHGO), Pastoralist Women Council (PWC) and Ujamaa Community Resources Trust (UCRT). It has also had close association with private sector actors in the tourism industry, particularly those working in Northern Tanzania. Moreover, TNRF is a strategic partner in CARE Tanzania’s Pastoralist Program which places it in a unique position to mobilise pastoralists and agro-pastoralists on land rights issues. There are good opportunities for creating synergy between the Pastoralist Program and *Ardhi Yetu* Programme Initiative as the former also seeks to build capacity of pastoralists and agro-pastoralists for policy engagement.

Of the three strategic partners, TNRF has had the most positive engagement with the private sector, including with reference to commercial agriculture. For instance, in October 2012, it mobilized CSOs to meet and generate written feedback on the SAGCOT Green Growth Strategy, which was quite well received by SAGCOT. A letter from SAGCOT to TNRF commended it for providing a thorough feedback and thanked it for its “heroic efforts”. This means that TNRF already has an opening for the creation of a positive working relationship with SAGCOT which should prove useful in meeting the objectives of *Ardhi Yetu* Programme.

At the regional level, it is a member of Southern Africa CBNRM Forum (SACF). It has a close association with ILC and the Forest Governance Learning Group (FGLG) at the international level. Government ministries that TNRF has worked with closely include the Ministry of Livestock Development and Fisheries and that of Natural Resources and Tourism.

The Table below presents some advocacy related data of relevance to the baseline survey.

TNRF: Some Advocacy Related Baseline Data	
Number of national CSOs with which associated	20
Number of international organizations with which associated	12
Number of national alliances with which affiliated	2

Number of regional alliances with which affiliated	1
Number of international alliances with which affiliated	2
Number of campaigns engaged in during 2012	1
Number of research reports published for advocacy in 2012	4
Number of people reached directly	21,000
Number of people reached indirectly	6.9 million

TNRF has engaged in a number of national campaigns on land and natural resource rights and governance issues both directly and through its members. Most notable among these are the Loliondo land rights campaign and *Mama Misitu* Campaign. The former involved advocating for land ownership rights for pastoralist communities in Loliondo. TNRF partnered with associations of pastoral civil society including PINGOs Forum, UCRT, TAPHGO, Tanzania Pastoralist Community Forum (TPCF), and PWC); under the umbrella of Pastoralist Livelihood Task Force (PLTF) which was then hosted by TNRF. The latter is a communications campaign aimed at improving the governance of Tanzania’s forestry resources and reducing illegal forest harvesting to optimize benefits for local communities from sustainably managed forestry. The Campaign works in eight districts and at the national level through a partnership of 11 organizations under the coordination of TNRF.

5. Conclusions and recommendations

This report presents the findings of a baseline survey conducted to inform the implementation of *Ardhi Yetu* Programme Initiative by CARE Tanzania in partnership with three Tanzanian CSO partners. The baseline survey sought to generate baseline data on indicators of the Programme Initiative to establish baseline values against which changes arising from implementation of the Programme Initiative shall be assessed and monitored. The survey also reviewed the national context for land rights advocacy in Tanzania.

The survey established that the Programme initiative has come at the right time for the strategic partners specifically and for land rights advocacy in general. It responds to a serious need within the sector and among the partners. The rapid changes in the land and natural resource management policy framework in Tanzania as a result of both internal and external dynamics require new approaches to lobby and advocacy in order to influence changes in favour of small-scale farmers and pastoralists. Moreover, CSOs require new skills and capacities to enable them

play their roles effectively. More specifically, all the three strategic partners are in need of support to re-structure and reorient their work and strategies to become more attuned to the emerging realities of policy advocacy. In this connection, the Programme addresses a major constraint to institutional capacity development by providing core funding.

All the three partners are established CSOs with a presence at the national level. They have all been engaged in land rights advocacy, and have worked together in the past, but not in a structured manner and with the kind of synergy that *Ardhi Yetu* Programme Initiative seeks to develop. They are at different levels of development and thus have different challenges to their institutional capacity. Similarly, there are different opportunities presented by each of them. They are all keen to make use of the opportunity presented by their partnership with *Ardhi Yetu* Programme Initiative to address their key challenges in order to become more effective policy advocacy organizations. The success of *Ardhi Yetu* thus holds the promise for a stronger and more vibrant civil society that will be able to hold duty bearers accountable to secure the land rights of small-scale farmers and pastoralists.

The Table below sums up the baseline data from the three strategic partners relative to *Ardhi Yetu* Programme objectives and indicators.

Objectives	Indicators	Baseline
<p>Overall Goal Capacity of Tanzanian civil society at local and national levels to hold lands sector duty bearers (including government and private sector) accountable while advocating for the rights of small scale farmers and pastoralists strengthened</p>	<ul style="list-style-type: none"> ▪ Level/frequency of holding duty bearers accountable ▪ Type and number of advcoacy actions taken 	<ul style="list-style-type: none"> ▪ Regular ▪ Print and electronic media campaigns, written, oral and visual presentations, direct engagement with policy makers; total of 17 such actions by the three partners – HAKIARDHI 10, JET 6, TNRF 1
<p>Objective 1 Strengthened organizational capacity of selected NGOs working on land-rights, with regard to improved governance, financing and financial management, human</p>	<ul style="list-style-type: none"> ▪ Quality/level of internal governance ▪ Number of people directly reached by strategic partners ▪ Number of people indirectly 	<ul style="list-style-type: none"> ▪ Moderate⁵ ▪ Total of 74,000 (HAKIARDHI 53,000; JET N/A; TNRF 21,000) ▪ Total of 10,175,420

⁵ Functional board meeting regularly and providing policy guidance, need for strengthening of Board oversight role, especially in ensuring compliance with institutional policies

resources, management and delivery of programme initiative goals	reached by strategic partners	(HAKIARDHI 275,420; JET 3m.; TNRF 6.9m.)
Objective 2 Increased capacity of small scale farmers and pastoralists in their local organizations, to represent their interests and understand their rights	<ul style="list-style-type: none"> ▪ Number of CSOs/CBOs/representatives of the interest group reached and trained by partners ▪ Number of issues addressed by small scale farmers and pastoralists 	<ul style="list-style-type: none"> ▪ 105 groups by HAKIARDHI; 926 individuals by TNRF; JET N/A ▪ Data not available
Objective 3 Strengthened vertical linkages between local CBOs and interest groups with national, regional and international level networks and alliances supporting land rights	<ul style="list-style-type: none"> ▪ Number (and types of) joint actions / advocacy initiatives coming out of strategic alliances or networking/coalition building initiatives supported by the programme 	<ul style="list-style-type: none"> ▪ 3
Objective 4 Effective advocacy campaigns by civil society, targetted at holding duty bearers (government and private sector) accountable with regard to improved transparency and governance within the Tanzanian land sector	<ul style="list-style-type: none"> ▪ Number (and examples) of interest group members involved in gathering and using evidence ▪ Number of invited and claimed advocacy spaces utilized effectively by civil society 	<ul style="list-style-type: none"> ▪ Substantial⁶, but data not available ▪ 11 (HAKIARDHI 5; JET 1; TNRF 5)

To sum up, the following conclusions were arrived at having reference to the scope of the baseline survey as set out in the Terms of Reference:

7. The three strategic partners have been able to mobilize citizens around land rights advocacy. There is significant synergy between the three partners with HAKIARDHI providing the legal and policy analysis, JET providing the communications and awareness through the print and electronic media, and TNRF providing a mobilization framework through its diverse membership. What is lacking is a more structured mechanism for community level mobilization and for engagement with the private sector and regional and global frameworks.
8. Each of the three partners and other CSOs in Tanzania form and maintain relations with peers and policy makers through networks, alliances and forums. TNRF and JET have member

⁶ Members and stakeholders of all the three strategic partners are engaged in advocacy at community, district, regional and national levels and use the material generated by the strategic partners for this purpose; but actual figures have not been captured in the past. Through *Ardhi Yetu* Programme, the partners expect to start capturing such data

organizations that are working at the community level and in that respect play a networking role; and all the three organizations come together within the framework of TALA as peers and interact with policy makers through the Policy Forum and such other frameworks at the national level.

9. The three partner organizations and CARE Tanzania recognize that in order for the land rights of small-scale farmers and pastoralists to be secured in the current context of commercialization of agriculture and livestock production will require sustained and positive engagement from a multi-stakeholder perspective that enables the private sector, government, civil society and communities to dialogue and build consensus around key challenges and strategies for addressing them.
10. The three partners are engaged in joint actions both as individual partners and as members of TALA. Details of the alliances to which each partner belongs are provided in the respective sections.
11. The three partners are clearly able to act as change agents for poor and vulnerable groups beyond the support of *Ardhi Yetu* Programme Initiative because this support builds on work that they are already doing and have done for many years.
12. Coordination of CSOs around land issues is now undertaken within the framework of TALA, although it is not the only such framework. Even TNRF on occasion coordinates action around land issues, though from the perspective of natural resource management and biodiversity conservation. Given diverse interests around land, what is important is that there are mechanisms for positive linkages between the different actors, which is one of the issues that *Ardhi Yetu* Programme Initiative shall invest in.
13. There are active organizations of small-scale farmers and pastoralists in Tanzania, some of which have interacted with the three partners at different times. Within the framework of *Ardhi Yetu* it will be necessary to initiate a more structured process of engagement between those organizations and the three strategic partners in order to advance the objectives of the Programme.

The design of *Ardhi Yetu* provides an opportunity for addressing the challenges and building on the opportunities for land rights advocacy in Tanzania. The following recommendations are made to reinforce the design in order to improve on the intended interventions:

6. **Conduct a baseline survey** at the community level to better align the programme interventions of each partner to the realities of the target communities. The community level baseline survey should identify existing organizations of small-scale farmers and pastoralists, their strengths and weaknesses, and the critical land rights issue for each community.
7. **Organize a joint planning meeting** bringing together the three strategic partners and CARE Tanzania to agree on how synergy shall be created between the activities of the three partners and CARE Tanzania in the implementation of the Programme. The planning meeting should be used to agree on the activities each of the partners shall implement and how they get linked and leveraged to realize the objectives of the Programme.
8. **Organize a launch workshop** that will bring together major actors on land and investments in Tanzania with whom the Programme shall be seeking to engage. These should include government ministries (particularly Lands, Agriculture, Livestock and Fisheries), the private sector (particularly SAGCOT) and CSOs (particularly MVIWATA, PINGOs Forum, and TAPHGO). The meeting should be used to agree on an engagement strategy between the Programme and these actors.
9. **Plan to host annual forums** at which the Programme activities shall be reviewed and their outputs shared with other relevant actors with a view to influencing national policies and processes.
10. **Plan to include an organization of small-scale farmers** in the Programme partnership when the opportunity presents itself. It has been indicated that there is scope for additional partner or partners, and it is recommended that priority be given to bringing on board an organization of small-scale farmers.

Annex 1: Timetable

Preliminary	
Date	Activity
10 th – 15 th March	Agreeing methodology, work plan, schedule with Programme Coordinator
17 th – 25 th March	Desk review of policy, legal and institutional context, drafting of interview guides
26 th March	Travel to Arusha
Arusha	
27 th March	<ul style="list-style-type: none"> ▪ Meeting with TNRF Staff at TNRF offices ▪ Meeting with CEDESOTA staff at their offices along Moshi Road ▪ Meeting with Meru District Council Livestock Officers at the District Council headquarters
28 th March	<ul style="list-style-type: none"> ▪ Meeting with TNRF staff and member of the Board ▪ Meeting with the Director of LIVES and the Range Management Officer, Arusha District Council at the office of LIVES off Nairobi Road
29 th March	<ul style="list-style-type: none"> ▪ Meeting with UVIMASHA CSO in Mererani, Simanjiro District ▪ Final Meeting with Joseph Olila in Arusha
30 th March	Travel to Dar es salaam
Dar es salaam	
31 st March	<ul style="list-style-type: none"> ▪ Meeting with CARE Tanzania Programme Staff at CARE offices ▪ Meeting with Staff of HAKIARDHI at their offices
1 st April	<ul style="list-style-type: none"> ▪ Meeting with DED and DC Rufiji District at the District headquarters in Utete, Rufiji ▪ Meeting with representatives of pastoralists and smallholder farmers at Ikwiriri, Rufiji
2 nd April	<ul style="list-style-type: none"> ▪ Meetings with government officials at <ul style="list-style-type: none"> ○ Ministry of Lands Housing and Human Settlements Development ○ Ministry of Fisheries and Livestock Development ○ Ministry of Agriculture, Food Security and Cooperatives
3 rd April	<ul style="list-style-type: none"> ▪ Meeting with Executive Secretary, ANSAF ▪ Meeting with Executive Director, JET ▪ Meeting with Chairperson and Board Member, HAKIARDHI
4 th April	<ul style="list-style-type: none"> ▪ Meeting with Board Members, JET ▪ Debrief presentation at CARE Tanzania Offices
5 th April	<ul style="list-style-type: none"> ▪ Writing of Draft report
6 th April	<ul style="list-style-type: none"> ▪ Completion of draft report ▪ Travel back to Nairobi

Annex 2: List of Interviewees

KEY INFORMANT INTERVIEWS

1. Oliva Kinabo, Programme Coordinator, Adhi Yetu Programme, CARE International in Tanzania
2. Joseph Olila, Acting Executive Director, TNRF
3. Masudi Kisafu, TNRF
4. Mary Marealle, Drylands Programme Officer, TNRF
5. Zakaria Faustin, Pastoralist Programme Officer, TNRF
6. Jackson Muro, Director, CEDESOTA
7. Gudila Joachim, Programme Officer, CEDESOTA
8. Vida Urasa, Gender Officer, CEDESOTA
9. Emanuel Elkaeli, Accountant, CEDESOTA
10. Dr. Abedi Amani, District Veterinary Officer, Meru District Council
11. Hassan Mohamed Kilieki, Livestock Officer, Meru District Council
12. Thomas Sangale, Director, LIVES
13. Paul Laiser, Range Management Officer, Arusha District Council
14. Twazihirwa Loshiro, Coordinator, UVIMASHA CSO
15. Jaime Stewart, Assistant County Director, CARE International in Tanzania
16. Thabit Masoud, Director Technical Unit, Natural Resources and Climate Change, CARE
17. Edson Nyingi, Director Programme Quality and Learning, CARE
18. Dosteus Lopa, Programme Coordinator, CARE
19. Alex Soko, Programme Coordinator, Pastoralists Programme, CARE
20. Maureen
21. Yefred Myenzi, Executive Director, HAKIARDHI
22. Beatha Fabian, Senior Programme Officer, HAKIARDHI
23. Joseph Chiombola, Coordinator, Tanzania Land Alliance (TALA)
24. Rashid Salum, District Executive Director, Rufiji District
25. Nurdin Babu, District Commissioner, Rufiji
26. Mwalami Kwangaya, Secretary General, Mtandao wa Usimamizi wa Msitu wa Ngumburuni
27. Masanja Mtwale, Secretary, Chama cha Umoja wa Wafugaji Asilia Rufiji (CHUWAARU)
28. Adam Nyaruhuma, Coordinator, Land Tenure Support Programme, Ministry of Lands, Housing and Human Settlements Development
29. Annunciata P. Njombe, Director of Animal Production and Marketing, Ministry of Livestock and Fisheries Development
30. Eng. Fares E. Mahuha, Assistant Director, Agricultural Land Use Planning and Management, Ministry of Agriculture, Food Security and Cooperatives
31. Audax Rukonge, Executive Secretary, Agricultural Non State Actors Forum (ANSAF)
32. John Chikomo, Executive Director, Journalists' Environmental Association of Tanzania (JET)
33. Dr. Ng'wanza Kamata, Chairperson, Board of Directors, HAKIARDHI
34. Bashiru Ally, Member, Board of Directors, HAKIARDHI
35. John Mbwambo, Chairman, Board of Directors, JET
36. Dr. Ellen Otaru, Member Board of Directors, JET
37. Chrysostom Ruyemamu, Member, Board of Directors, JET
38. Deodatus Mfugale, Member, Board of Directors, JET

Annex 3: Issues for Interviews

ISSUES FOR KEY INFORMANT INTERVIEWS

Purpose

To **establish initial values of indicators** against which progress shall be judged as the Program is implemented

Objectives

1. **establish baseline values of indicators** of intended outcomes against which measurements will be made of changes in capacity of the CSOs as a result of Program interventions;
2. **generate information** that will assist *ArdhiYetu* Program initiative in designing appropriate interventions and refining the Program logframe and the monitoring and evaluation plan as appropriate; and
3. **validate the needs and priorities** of the Program's strategic partners.

Focus

Civil Society Organizations (CSOs) in Tanzania, especially those working on land rights issues to promote and secure the rights of smallholder farmers and pastoralists; but specifically:

- Journalists Environmental Association of Tanzania (JET)
- Tanzania Natural Resources Forum (TNRF) and
- Land Rights Research and Resources Institute (LARRRI/HAKIARDHI)

Issues to be canvassed in the baseline survey

1. For each of the three CSOs, establish the status with regards to:
 - Organizational capacity in terms of governance, financing and financial management, human resources management and delivery of programme goals;
 - representation of local organizations of small-scale farmers and pastoralists and their interests, and their influence and input into programme agenda and actions
 - vertical linkages with local CBOs and interest groups, regional and international level networks and alliances supporting land rights, as well as horizontal linkages with other national CSOs
 - Indicative list of advocacy campaigns (which they have been involved in) targeted at holding government and private sector duty bearers accountable with regards to improved transparency and governance within the land sector in Tanzania
2. **Government projects and programmes in agriculture** and their implications for land rights of smallholder farmers and pastoralists – including SAGCOT, Kilimo Kwanza, BRN
3. General **status of land rights advocacy in Tanzania** - strengths and weaknesses, opportunities and constraints (internal and external aspects including legal frameworks)
 - how effectively national level land rights advocacy groups represent the interests and priorities of local farmers and pastoralists and their organizations

- opportunities and avenues for local farmers and pastoralists to influence and set the agenda for national level actors
- horizontal and vertical linkages between actors for influencing policy and practice
- how CSOs interact with government and the private sector on land rights issues
 - platforms and opportunities for civil society, government and the private sector to come together periodically to engage on these issues
 - mechanisms for ensuring follow up action on whatever is discussed
 - challenges and constraints and how these can be overcome
- the status of advocacy and campaigns around land issues in Tanzania
 - level of organization among land policy advocacy groups from local to national, how well they are integrated among themselves, and how they relate with government and the private sector
 - examples of successful (and not so successful) advocacy campaigns
 - number and types of joint actions / advocacy initiatives coming out of strategic alliances or networking/coalition building initiatives supported by the Program