



Ujamaa
Community
Resource
Team

EMPOWERMENT JUSTICE STEWARDSHIP

STRATEGIC PLAN
2018-2022







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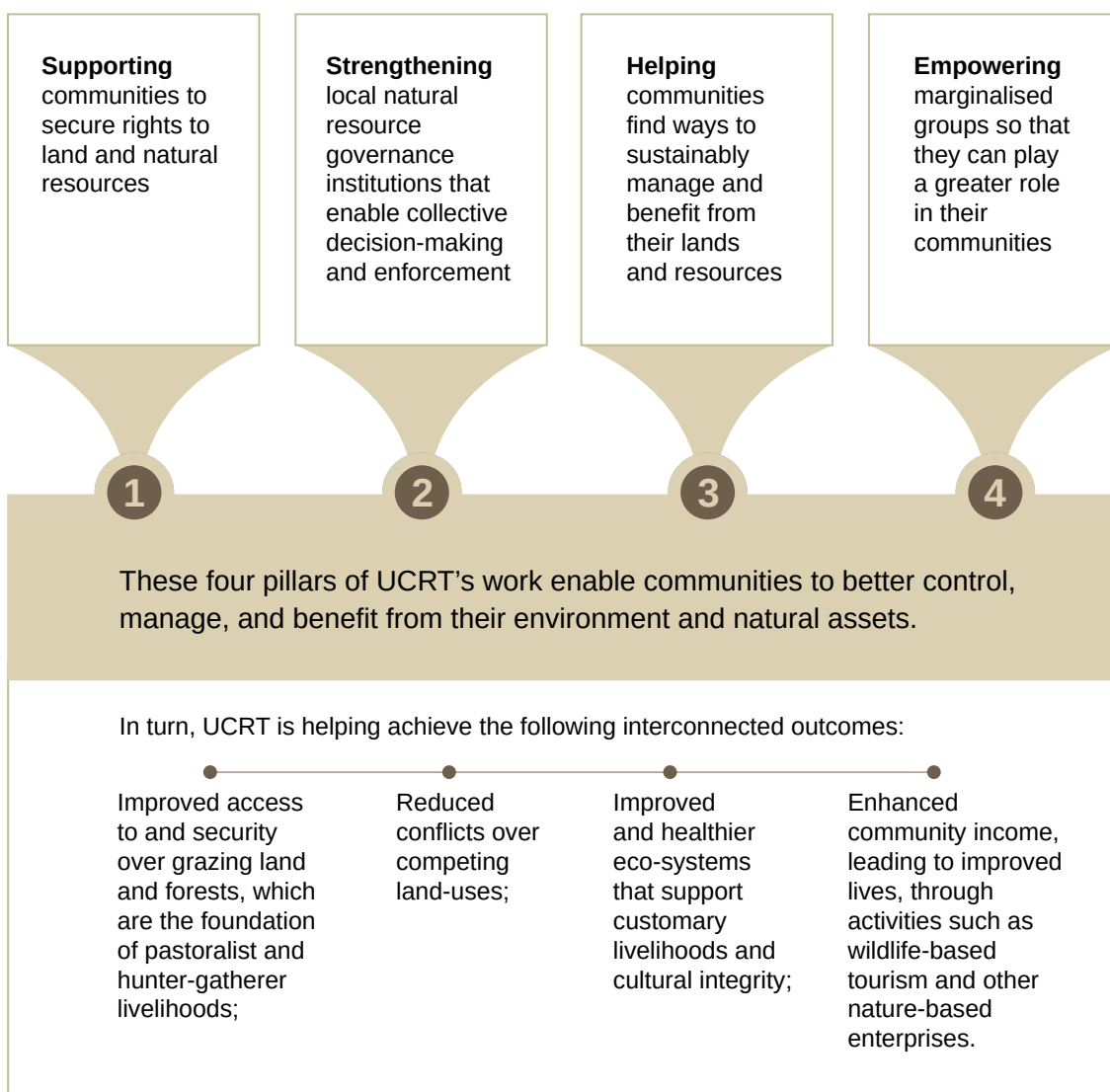
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STRENGTHEN UCRT'S INTERNAL
CAPACITY

EXECUTIVE SUMMARY

Pastoralist, agro-pastoralist and hunter-gatherer communities have traditionally occupied the semi-arid and arid areas of northern Tanzania, where they have managed the land sustainably, supporting both themselves and the wildlife that live there. In these areas the availability of the essential services, such as water, healthcare and education, is limited. Threats of land alienation and increasing resource degradation add to the insecurity of these natural resource dependent livelihood systems. Many members of these communities require the skills, knowledge and self-confidence to take part in decision-making processes over land and natural resource access, use and management.

The Ujamaa Community Resource Team (UCRT) seeks to improve the lives of pastoralist, agro-pastoralist, and hunter-gatherer communities in northern Tanzania by empowering them to sustainably manage and benefit from the natural resources on which their livelihoods depend.

UCRT believes that empowering these communities is a fundamental step towards a just and sustainable society. It achieves this by:



THIS STRATEGY GUIDES UCRT'S FOCUS AND DIRECTION OVER THE NEXT FIVE YEARS, WHICH WILL BE ORIENTED AROUND FIVE OVERARCHING GOALS:

1. Securing community land rights
2. Developing effective and accountable governance institutions
3. Strengthening sustainable management of communal resources
4. Increasing opportunities for nature-based livelihoods
5. Improving social empowerment and equality

UCRT's work and impacts will only be as effective as the organisation itself, and internal strengthening is a key objective for the next five years. To broaden its impact and secure more resources, UCRT will work towards the following outcomes:

1. Increased funding and capacity to manage funds
2. Effective communications
3. Sufficient human resources and supportive systems
4. A stronger and more effective board
5. Sufficient and reliable infrastructure





UCRT AT A GLANCE

Securing land, rights and resources for minority groups in northern Tanzania

While Tanzania's economy has grown in the last five years, and the number of people living below the income poverty line has reduced, poverty still impacts a significant percentage of the population. The situation is worse in rural areas, especially the semi-arid and arid areas of northern Tanzania occupied by traditional pastoralist and hunter-gatherer communities, where the essential services such as water, health and education are non-existent, inadequate or inaccessible.

UCRT works with local ethnic minority groups in northern Tanzania, particularly those who depend on access to common land and communal resource management regimes for their livelihoods.

UCRT works with and supports pastoralist, agro-pastoralist and hunter-gatherer groups including the Maasai, Barabaig, Akie, Sonjo and Hadzabe. Within these groups, the majority of adults have no formal education and most of the population is under 15 years old¹.

Threats of land alienation and increasing resource degradation add to the insecurity of these natural resource dependent livelihood systems.

These communities commonly experience food insecurity for several months of every year as agricultural and settlement expansion has fragmented and compressed available grazing land and forest.

The increasing competition over land and resources, growing resource scarcity and unpredictability in resource availability and rainfall patterns are also shaping community or village-level dynamics around natural resource use and governance. In a recent survey, 76% of respondents said their household is affected by grazing conflicts with people from outside the village, and a majority of people said the conflicts have increased compared to five years ago². Many members of these communities need the right skills, knowledge and self-confidence to take part in decision-making processes over land and natural resource access, use and management.

UCRT seeks to improve the lives of pastoralist, agro-pastoralist, and hunter-gatherer communities in northern Tanzania by empowering them to sustainably manage and benefit from the natural resources on which their livelihoods depend. UCRT believes that empowering these communities is a fundamental step towards a just and sustainable society.

¹ Baseline Socioeconomic and Ecological Assessments for the Endangered Ecosystems of Northern Tanzania Project - Northern Tanzania Rangelands Initiative (2016) Internet: https://www.dropbox.com/s/46k2o5hrq3z0u27/NTRI-EENT_2016_Baselines_Full_Report_FINAL.pdf

² Baseline Socioeconomic and Ecological Assessments for the Endangered Ecosystems of Northern Tanzania Project - Northern Tanzania Rangelands Initiative (2016)

UCRT'S HISTORY **AND IMPACT**

Over 20 years in the field

UCRT has evolved and grown over the years to meet the needs of the communities where it works within the changing context of northern Tanzania. Since its inception³ UCRT has expanded and refined its approach to helping communities sustainably manage and benefit from their land and natural resources:

LATE 1990s-2004

Facilitated land-use and natural resource management at local levels through the development of village land-use plans, associated village by-laws, and capacity building of local institutions.

2005-2010

Expanded upon its land-use planning and by-laws support to also helping communities to secure their village lands and resources by obtaining Certificates of Village Land (CVL) that document and formalize the boundaries of village lands. Assisted communities to gain benefits from eco-tourism and started to strengthen community based leadership structures. In 2008, in recognition of contributions to conservation and development in Tanzania, the United Nations Development Programme selected UCRT to receive the prestigious Equator Prize.

2011-PRESENT

Strengthened tenure arrangements beyond CVLs through communal Certificates of Customary Right of Occupancy (CCROs) that institutionalise collective tenure arrangements for pastoralists and hunter-gatherers. Established Women's Rights and Leadership Forums (WRLFs) to promote women's rights to own, and make decisions over, land and property. In 2016, former UCRT Executive Director Edward Loure won the Goldman Environmental Prize for Africa for UCRT's historic work in establishing CCROs as an effective tool for strengthening land tenure security for both pastoralists and hunter-gatherer communities in Tanzania. The Goldman Prize is the world's largest award honouring grassroots environmental activists and this was the first time in its history that the prize was awarded to a Tanzanian.

Land-use plans, by-laws, and tenure arrangements are only effective if communities can defend and protect their rights from more powerful interests and forces.

Thus, empowering communities and building their capacity to defend their rights sits at the foundation of UCRT's work, and this is pursued through close collaborations and a constant presence in the communities where it works. At the same time, this is reinforced through policy and advocacy work that engages with and shapes the national and international decisions that exert pressure on local communities.

³ Established in 1998, UCRT was first known as the Tazama-Community Resources Team. In 2003, it was registered as an NGO under the name Ujamaa Community Resource Trust, and in 2010 it was re-registered as a non-profit Company by Limited Guarantee under its current name, the Ujamaa Community Resource Team.

UCRT'S **ACHIEVEMENTS**

In the last 5 years

SECURING AND MANAGING COMMUNITY LAND



Improved the management of 818,074 hectares of village land—77% of which is grazing land—through participatory land use planning in 18 communities in northern Tanzania. This has enabled communities to sustainably manage their land and natural resources and increase drought resistance while improving food security.



Secured 518,924 hectares of village land by helping 17 communities obtain ownership through Certificates of Village Land (CVL).



Facilitated approved by-laws in 38 communities, giving them a legal mechanism to enforce control over their land and natural resources.

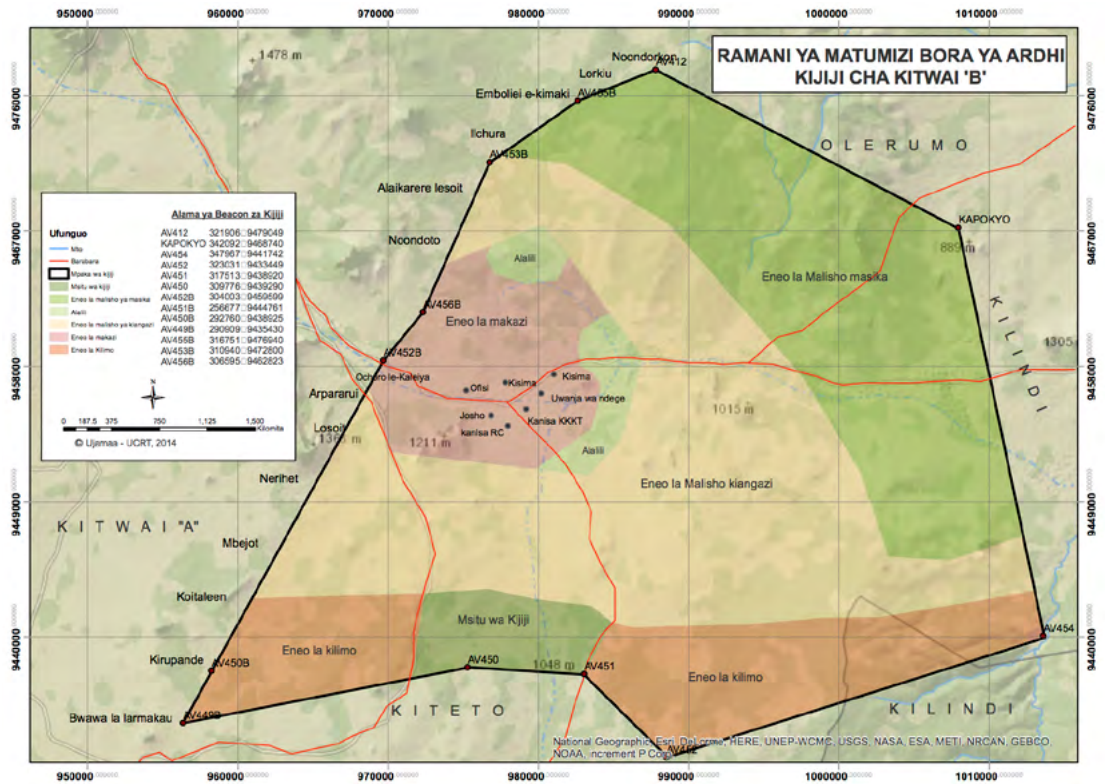


Over 900 women obtained rights to land and improved their families food security through the establishment of Women's Rights and Leadership Forums in 35 villages.

ACHIEVEMENTS

Land Use Plan Map for
Kitwai 'B' village,
Simanjiro District

Map on right



"THE PASTORAL COMMUNITY WILL NOW ENJOY GREATER CONNECTIVITY THANKS TO PROPER LAND USE PLANNING AND FACILITATION OF CCROS. THERE IS IMPROVED LIVESTOCK HEALTH THROUGH PASTURE MANAGEMENT AND LIVESTOCK MOBILITY"
- NYIKA SHAUSHI, KITWAI WARD COUNCILLOR, 2016

Since pioneering the communal Certificate of Customary Right of Occupancy (CCRO) model in 2011, UCRT has used this innovative communal tenure mechanism to help communities secure:

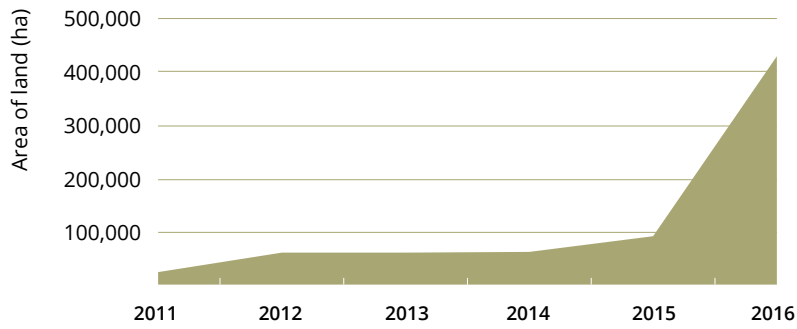
358,426 hectares of communal grazing land in 6 districts, benefiting pastoralists and wildlife by protecting the rangelands from encroachment; and

67,481 hectares of land for Hadzabe and Akie hunter-gatherers traditional use, including forest they depend on for their food security.



ACHIEVEMENTS

Area of Land Protected under Communal CCROs 2011-2016



"WE THANK UCRT FOR HELPING US TO SECURE THE LAND FOR GRAZING THROUGH THE CCRO BECAUSE WE ARE NO LONGER AFRAID THE LAND WILL BE SOLD OFF AND THE CONFLICT BETWEEN FARMERS AND PASTORALISTS OVER THE LAND HAS ENDED. OUR LIVESTOCK ARE NOW HEALTHIER AND GET A BETTER PRICE AT THE MARKET."

-KANDITO YAANI, CCRO COMMITTEE MEMBER, NAITOLIA VILLAGE, 2015

Grazing CCRO deed for Naitolia Village, Monduli District

Fomu ya Ardhi ya Vijiji Na. 21

Namba ya Hati ya Hakimiliki: 11/10/ND/29/51

JAMHURI YA MUUNGANO WA TANZANIA

HATI NA 11/10/ND/29/51
IMESAJILIWA TAREHE 25/11/2013
MUDA 6.05 mchawi

SHERIA YA ARDHI YA VIJJI, 1999
(Na. 5 ya 1999)

HATI YA HAKIMILIKI YA KIMILA
(CHINI YA FUNGU LA 25)

AFISA ARDHI WILAYA TANZANIA

Leo tarehe 25 mwezi 11 mwaka 2013

Hii ni kuthibitisha kwamba Halmashauri ya Kijiji cha (jina na anwani) **NAITOLIA SLP 8 MONDULI** imetoa kwa (majina ya wakazi) **Jamii ya kifugaji** (humu ndani akirejewa kama "wakazi") hakimiliki ya kimila (itaitwa "hakimiliki") juu ya ardhi iliyofafanuliwa katika Jedwali (humu ndani itaitwa "ardhi") kwa kipindi kisicho na kikomo* kwa miaka 99* kwa miaka 99 tangu tarehe 25 mwezi 11 mwaka 2013 kwa maudhui na tafsiri halisi ya Sheria ya Ardhi ya Vijiji na kwa kuzingatia vipengele vyake na kanuni zozote zinazotungwa chini ya sheria hiyo au sheria mbadala au marekebisho yake na kwa mujibu wa masharti yafuatayo:

*Futa lisilohusika

- Mkazi/Wakazi watalipa kodi ya mwaka ya Shs. kabla ya tarehe ya mwezi kila mwaka (kama inahusika).
- Ardhi itatumika kwa ajili ya **Malisho ya Mifugo kijiji cha Naitolia.**
- Mkazi/Wakazi watawajibika kuhifadhi mazingira (ardhi na maji)
- Mkazi/Wakazi watahakikisha kwamba mipaka ya ardhi inalindwa na kutunzwa na idumu kuwa bayana kwa kipindi chote cha hakimiliki.
- Mkazi/Wakazi wataheshimu na kuhifadhi haki za njia zilizopo.
- Uhakilishi wa hakimiliki kwa mtu yeyote au kikundi chochote cha watu ambao kwa kawaida si wakazi wa kijiji lazima uidhinishwe na Halmashauri ya Kijiji.

JEDWALI
(Maelezo kamili ya eneo na mipaka yake)

Ardhi hii yenye eneo lenye ukubwa wa hekta **1363.7** iko katika Kitongoji cha **Engusero Kaskazini** inapakana na **Eneo la biashara la kijiji na Barabara ya lami** Kusini inapakana na **Eneo la makazi Mashariki** inapakana na **Eneo la makazi na WMA Magharibi** inapakana na **kijiji cha Mswakini juu**. Kama inavyoonyeshwa katika mchoro/ramani hapa kulia.

NATURAL RESOURCE MANAGEMENT BENEFITS FOR COMMUNITIES

UCRT has helped communities receive greater economic benefits from the sustainable management of their land and natural resources. Some notable examples include:



\$150,000 paid to the Hadzabe communities of Domanga and Mongo wa Mono for forest protection since 2013 by Carbon Tanzania. Much of this income from the production and sale of carbon offsets, under an internationally certified project, has been used to support Hadza student's education, provide employment to community scouts to ensure the community's lands and natural resources are protected, and to improve community food security.



Contracts worth over \$150,000 signed between investors and Makame Wildlife Management Area (WMA) since 2014. This revenue funds the protection of the WMA's land and resources, and some of this income has been invested in community development projects in five villages.



Over \$200,000 paid to four villages in Longido by tour operators, which the communities used to invest in educational opportunities, such as building schools and sponsoring student education. UCRT helped these villages secure their land rights and it also provided training on contract negotiation.



"WE ARE THANKFUL TO UCRT AND CARBON TANZANIA FOR THIS INCOME THAT IS SO IMPORTANT TO OUR WELFARE... ANIMALS LIKE ELEPHANT, KUDU AND IMPALA ARE INCREASINGLY SEEN...THERE IS A BIG IMPROVEMENT IN THE SURROUNDING FOREST COMPARED TO YEARS BACK BECAUSE OF REDUCED LIVESTOCK GRAZING."

-ATHUMANI MAGANDULA, MONGO WA MONO VILLAGE, 2014



OUR APPROACH

Building knowledge and skills

UCRT achieves impact through a grounded and participatory approach, supporting the aspirations and decisions of communities by providing them with the knowledge and skills required to sustainably manage the resources they depend on for their livelihoods.

By building community capacity and by strengthening their ability to control and use their social, economic, and environmental assets, UCRT supports communities to engage with challenges and shifting contexts in holistic ways.

UCRT is grounded in the communities where it works—with many of its field staff from those same areas—yet many of the pressures exerted on communities are external, and to be successful UCRT also operates across multiple scales and through partnerships. Through collaborations and networks such as the Pastoralist Indigenous Non-Governmental Organisations (PINGOS Forum), the Tanzania Land Alliance (TALA), the Northern Tanzania Rangelands Initiative (NTRI), and the Mama Ardhi Alliance, UCRT is also actively shaping and facilitating the design of policies and regulations that directly impact pastoralists, agro-pastoralists, and hunter-gatherer communities.

IN ALL OUR WORK, UCRT IS GUIDED BY THESE CORE VALUES:

- **Community** — To promote communal ownership of land and natural resources and a sustainable environment that improves the lives of all
- **Collaboration** — To ensure the full participation of communities, government, and partners
- **Respect** — For traditional knowledge and skills
- **Representation** — To advocate for and safeguard pastoralist, agro-pastoral and hunter-gatherer communities' rights
- **Solidarity** — To support community integrity and inclusiveness
- **Equity** — To champion an empowered community and just society
- **Transparency** — To guarantee we are always known to be trustworthy
- **Teamwork** — To maintain our strong team spirit

UCRT'S CONTEXT

Risks, opportunities, strengths and challenges

EXTERNAL RISKS

A number of deep-rooted, complex issues are having widespread impacts on natural resource-based livelihoods in communities of northern Tanzania. These also have the potential to complicate or undermine UCRT's work:

- **Human population growth**—Between 2002-2012 the human population in northern Tanzania grew by over 35% , increasing pressure on natural resources and stressing customary governance structures.
- **Livestock pressure**—With 93% of households in northern Tanzania keeping livestock , robust community institutions and management approaches are critical. It is difficult to know whether the belief by some community members that cattle numbers have increased is actually due to an increase in livestock numbers, or if they are being pushed in smaller areas by other factors such as land-use change, degradation, and habitat conversion.
- **Competing land uses**—Pressure on communal land and resources is rising sharply, particularly the rapid growth of sedentary agriculture in marginal drylands, which fragments rangelands used for grazing by livestock and wildlife. For example, in some key rangelands in UCRT's working area agriculture has expanded by over 46% since 2000 .
- **Poverty and increasing inequality**—While livestock and agricultural pressure is growing, the benefits of economic growth are being experienced by fewer and fewer households leading to more social stratification and inequality. This also fragments communal natural resource use structures as self-interests and individual property starts to dominate over communal ownership and use.
- **Negative attitudes towards customary livelihoods**—There is widespread misunderstanding and negative attitudes towards pastoralists and hunter-gatherers and this affects how these groups are approached and included in development and governance processes. This leads to programmes and forces that seek to change local livelihoods and knowledge, rather than drawing from them as successful ways of being.
- **Conservation models**—Much conservation in northern Tanzania continues to be based on defunct and outdated paradigms, which stress hard boundaries and separation of people from the environment and wildlife. Instead nature is fluid, and wildlife depends on the landscapes that the livelihoods of pastoralists and hunter-gatherers maintain. UCRT believes in and promotes conservation models that are based on local empowerment, traditional knowledge, benefits from wildlife and other resources, and effective local institutions.
- **Legal sustainability of communal CCROs**—The CCRO is a core part of UCRT's work to secure community land and natural resource tenure yet the concept could potentially be challenged in the future by changing land laws and policies. UCRT will have to ensure it is proactive in engaging in policy advocacy and positively influencing the new land laws through key networks and collaborations.



OPPORTUNITIES

These changes and challenges also generate a range of opportunities that UCRT can leverage and build on to increase impact:

- **Growing recognition of importance of land tenure and sustainable natural resource management**—There is a growing trend which places land tenure issues as a key issue within development and human rights agendas at local, national, and global scales. While tenure issues and policies remain contested in Tanzania, the growing global emphasis on land rights and security may present opportunities for international collaborations and networks, as well as funding.
- **Increasing demands for UCRTs skills and expertise**—In addition to communities, demand for UCRT's work is also coming from other organisations and government who are increasingly recognising the unique approach and experience UCRT brings to natural resource conflicts and livelihood challenges. For example, in recognition of UCRT's reputation for achieving tangible results that benefit both farmers and pastoralists through the resolution of land conflicts, the Ministry of Land has appointed UCRT to be a member of the government's National Land Use Planning Task Force. Additionally, UCRT has been selected to be a member of the International Land Coalition (ILC) East Africa Steering Committee on land.
- **Women's emerging voice**—Women are essential to empowering of communities and the strengthening local governance institutions that can secure, manage, and benefit from their land and resources. Thanks to the work of UCRT and others, women's voices are already emerging as demonstrated by their increased engagement in public meetings demanding improved transparency and accountability; the increase in women taking elected leadership positions at the village level; and their active protection of natural resources they rely on such as preventing deforestation and charcoal burning. As their achievements and critical roles in household and community processes become more recognised, there is opportunity to build on and reinforce this recognition to create more robust and inclusive institutions.
- **Openings for improving national laws and policies**— There are emerging opportunities to influence policy makers through UCRT's inclusion on the National Land Use Planning Taskforce and possible legislation changes resulting from the new National Land Policy.
- **Strong alliances and diverse collaborations**—UCRT continues to broaden and build its networks, and this provides new opportunities in terms of skills, resources, and the potential for impact. UCRT's membership in the Tanzanian Land Alliance, the International Land Coalition, the Northern Tanzania Rangelands Initiative, and the Pastoral Indigenous NGOs Networks illustrates this point.
- **Growing climate change awareness**—UCRT's work resonates with wider concerns of climate change adaptation, supporting communities to manage the uncertainty and risk to themselves and their environments. This provides opportunities for collaborations and fundraising.



ORGANISATIONAL STRENGTHS

The impact UCRT has had in building the capacity of communities to secure their land and natural resource rights and improve governance across multiple scales reflects a number of key organisational strengths. As UCRT continues to grow and expands its reach into new areas, these strengths provide the foundation on which it will build. These include:

- **Grassroots presence**—Through a constant, grounded presence in the areas where it works UCRT builds trust and strong relationships with local individuals and groups, and also remains attuned to changing contexts that bring new opportunities and challenges.
- **Commitment to social justice**—UCRT strongly believes that enabling marginalised groups to participate in the governance of their natural resources and make decisions about their future will create a more equitable and just society.
- **Technical expertise in land and natural resources issues**—UCRT has leading technical knowledge and has created and expanded a range of new tools and mechanisms on ways to help communities legally secure communal land and natural resources.
- **Passionate and committed staff**—UCRT’s staff believe deeply in their core mission, partly because many staff come from the communities that UCRT supports and works with.
- **Learning and innovation**— A culture of ongoing learning and skill development enables the organisation to engage with complex challenges and find new approaches to achieving change. By exploring and pioneering new approaches to address local challenges, UCRT is at the forefront of community-based natural resource management. The application of the communal CCRO legal mechanism to secure customary grazing and hunting lands is strengthening local rights and opportunities. CCROs continue to spread and are being rapidly adopted across northern Tanzania. Working to develop and apply new forms of benefits such as voluntary easement payments or carbon offset projects are another example of innovation that has had significant impacts on communities.
- **Long-standing and diverse partnerships**—Through networks and collaborations at various scales, UCRT is active regionally, nationally, and internationally. Partnerships provide opportunity for greater impact, funding sources, and long-term relationships, and span actors in human rights, environmental conservation, business, and social justice fields, reflecting the diverse constituency that UCRT’s work and mission resonates with.
- **Local and international recognition**— UCRT’s track record of achievements has been recognised by communities, government and donors. This recognition has led to several international awards including the 2016 Goldman Environmental Prize for Africa.



CHALLENGES

UCRT's growth and engagement with emerging challenges is driven by increased demand for its services. Yet several hurdles have the potential to affect its effectiveness and efficiency:

- **Constrained human resources**— As UCRT becomes more well-known and increases its impact, the demand for its services as well as financial opportunities grow as well. Staff management and field capacity and skills do not always meet the needs of the organisation, especially as it has grown and it has increasing pressure and demands on it.
- **Limited by restricted funding**— Donor funding is often restricted, with core cost contributions arbitrarily capped at levels that do not adequately account for the real cost of overheads. This affects issues of staff security and benefits, and limits the ability of the organisation to respond to emerging issues.
- **Bureaucratic impediments to land security**— Land tenure security is only possible with the support of District, Regional and National government. Processing land titles and land use plans through the necessary departments can often take years. Additionally, the administrative division of villages by government undermines land tenure work that has already been completed.
- **Limited specialist communications capacity**— UCRT has robust internal communications systems and good communication with external partners such as communities and government. However, UCRT needs to improve its external communication strategies to showcase its successes, become more effective at fundraising, and to support its engagement with stakeholders at various scales.
- **Collaboration and information sharing**— While UCRT always ensures the full participation of whatever district department has jurisdiction over a particular land tenure activity, it can be challenging to involve or inform the numerous district government offices with an interest in UCRT's activities about the organization's work in up to 90 communities over eight districts.

KEY QUESTIONS AND STRATEGIC OPPORTUNITIES

The focus of UCRT's efforts over the years has been a response to the changing context and needs of communities as well as a result of organisational reflection and learning. From early work focusing on local level land-use plans and by-laws to a broader focus on strengthening the ability of communities to secure rights to land and natural resources, UCRT has become recognised as one of Africa's leading organisations working to secure and defend community land rights. As new challenges and opportunities emerge, UCRT needs to innovate and adapt its knowledge and skill sets while remaining true to its core purpose. A thorough consultative process with communities, organisational stakeholders, and government, have highlighted key questions UCRT needs to address going forward.

These key strategic questions include:

1. SUSTAINABLE MANAGEMENT—Significant effort has been invested in supporting communities to secure formal rights over land, but tenure security alone does not mean that those lands are productive and healthy, particularly given the growing pressures created by human population growth, livestock impacts, land-use pressures, and climate change. Does work need to be done to improve the condition and sustainably manage rangelands and natural resources once they have been secured? And if so, what should UCRT's role be in this?

Building on the development of land-use plans and by-laws, UCRT will expand its approach by:

- Ensuring communities protect connectivity between migratory livestock routes;
- Integrating scientific knowledge with customary management approaches to improve pasture; and
- Mainstreaming information related to climate change impacts and population growth.

UCRT will work with elected Grazing Committees comprised of Traditional Leaders and build their knowledge and skills on rangeland management at the village level, by communicating relevant scientific knowledge in ways that can be understood in a traditional context. UCRT will then help them engage with other Grazing Committee representatives from connected villages to develop cross border grazing and land use agreements. These cross-border MOUs between villages with communal grazing CCROs will support livestock and wildlife mobility and ensure resources are shared fairly and sustainably beyond village borders.

2. NATURAL RESOURCE BENEFITS—the ultimate aim of UCRT's efforts is to enable communities to benefit from their sustainably managed land and natural resources in order to improve their livelihoods and local economies. There are several key steps to this—building local capacity, strengthening governance institutions, securing rights and tenure, improving management, and finally generating benefits. Does UCRT need to engage in all aspects of this process, particularly benefit delivery? Or, through their foundational work on capacity building, governance, and securing rights are they delivering enough critical impact that only they can provide?

Up until now UCRT has already helped communities such as the Hadzabe in Yaeda Valley generate significant benefits through improving the local business environment and building community capacity to engage with investors such as Carbon Tanzania. In this context, UCRT focuses on securing tenure and building strong local governance institutions, while partnering with social enterprises that can generate significant new revenue for communities from nature-based business opportunities. UCRT believes that these kinds of key strategic partnerships are the best way to increase benefits to communities. In the next five years UCRT must seek out more partnerships with ethical investors and organisations to increase the number of communities who will benefit through engagement in tourism, carbon, livestock and other nature-based enterprises.

3. WOMEN'S ECONOMIC EMPOWERMENT—UCRT has had significant achievements in recent years helping women to claim their rights to property ownership and engage in governance processes. However, capable women are often prevented from holding leadership positions within their communities due to their poverty. What should be UCRT's role and approach to effectively support women's economic empowerment across all the communities it serves?

While promoting women's ownership of land and other property such as livestock continues to be an important strategy for combating food insecurity, UCRT has recognised that there is also a need to increase women's monetary income if they are to be leaders within their communities. The entry point for these activities will be women in the Women Rights and Leadership Forums that UCRT already works to strengthen. UCRT will build its internal capacity in order to directly assist women to develop nature-based livelihoods. UCRT will also work closely with partners who already have skills in nature-based enterprise development to bring additional knowledge, skills and opportunities to the WRLFs and ensure that its interventions are efficient and well-coordinated.



OUR STRATEGY

ACHIEVING OUR VISION

Ujamaa Community Resource Team

VISION

Strengthened livelihoods and social justice for pastoralist, hunter-gatherer, and agro-pastoralist communities through security over land and natural resources and sustainable community based natural resource management.

MISSION

To strengthen community capacity to improve their livelihoods, to secure rights to land and natural resources, and to sustainably manage them.



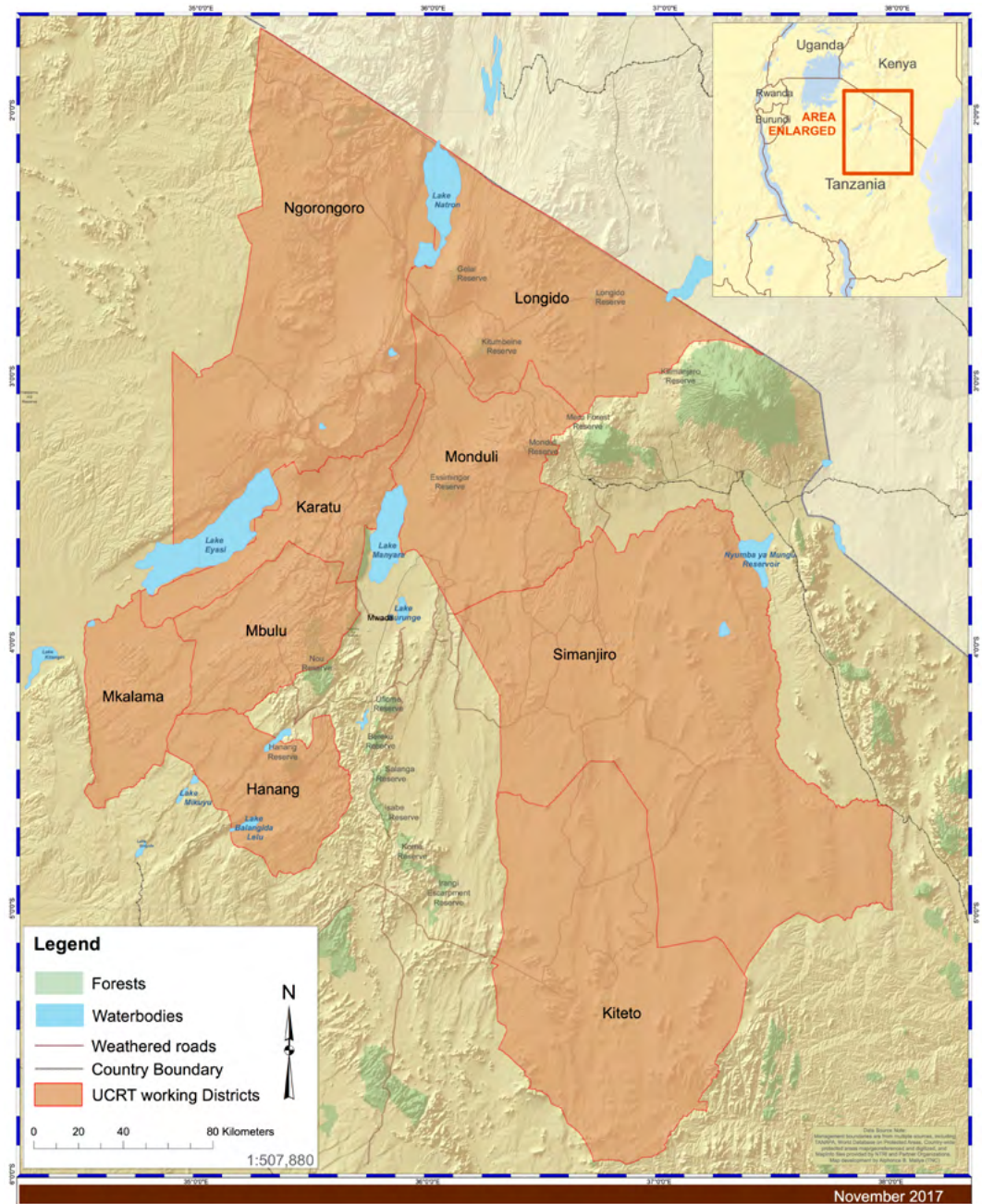
THEORY OF CHANGE



STRATEGY

UCRT's working districts

Map on right



HOW UCRT WORKS

UCRT works across 85 villages in various districts of northern Tanzania. These largely rangeland areas support pastoralists, agro-pastoralists, and hunter-gatherers who are all being affected by rapid environmental change. Working in solidarity with these groups, UCRT's geographic structure enables it to ground itself in local contexts while maintaining a broader view of issues that permeate northern Tanzania. Working areas include:

1. Simanjiro
2. Longido
3. Monduli
4. Kiteto
5. Hanang'
6. Yaeda Valley & Lake Eyasi (one area within parts of Mbulu, Karatu, and Mkalama Districts)
7. Ngorongoro

UCRT also runs the ‘Olasiti Support Project’, a small programme in the village of Olasiti. This is a special focal area to give back to the community that has hosted UCRT’s headquarters since its inception. The project raises awareness about reproductive health and provides support for vulnerable members of the community.

Thematic programmes

Across its working areas, UCRT has five thematic programmes targeting vital issues that are fundamental to building equitable societies that can sustainably manage and benefit from their environments:

- 1. COMMUNITY LAND TENURE** - This programme helps local communities secure rights to own the communal land and resources they live and depend on, through conflict mediation and acquiring collective land titles (CVLs and CCROs).
- 2. GOVERNANCE** - UCRT builds the capacity of local governance institutions and the communities they serve to understand their rights, roles and responsibilities. This programme also promotes the rights of women to take leadership positions and have their voices heard in decision-making processes. UCRT engages in advocacy and policy dialogue to help shape supportive conditions for sustainable community-based natural resource management.
- 3. COMMUNITY NATURAL RESOURCE MANAGEMENT** - UCRT works to dually support the rights and wellbeing of communities and the flora and fauna of northern Tanzania by helping communities adaptively improve and strengthen their management systems and practices. This is done by facilitating village formulation of land use plans and natural resource management by-laws and building community capacity to sustainably manage the rangelands across village borders.
- 4. NATURE-BASED LIVELIHOODS** - Under this programme UCRT builds strategic partnerships with ethical investors and organisations skilled in nature-based enterprise development. Community benefits are then increased through building capacity to engage in natural resource based enterprises, such as eco-tourism, carbon projects, or easements. UCRT also supports the economic empowerment of women so that they are in a position within their households and communities to be stewards of their land and natural resources.

5. SOCIAL EMPOWERMENT - UCRT empowers women and other marginalised groups as effective natural resource management depends on equitable engagement and representation. Through Women Rights and Leadership Forums (WRLFs), women are supported to advocate for their rights to own, utilise and benefit from land and property. For particularly marginalised groups, such as the Akie and Hadza hunter-gatherers, UCRT helps grow their capacity to represent and advocate for themselves by supporting the education of youth.

Mainstream issues

Across all its various programmes, UCRT also mainstreams three issues that are growing concerns in northern Tanzania and directly affect the potential for communities to sustainably manage their environments. Each programme will mainstream key messages about these issues as they execute their activities:

- **GENDER**—gender equality is fundamental to creating just societies and representative governance institutions.
- **POPULATION GROWTH**—a rapidly growing population places more pressure on local environments and necessitates innovative thinking about how to plan for new generations.
- **CLIMATE CHANGE**—changing weather patterns leads to more unpredictability and stress on natural resource-based livelihoods.

Impact groups

UCRT also emphasises engagement with three key groups that are critical to the integrity and sustainability of natural resource-based livelihoods:

- **WOMEN**—as direct users and key decision-makers over natural resources, women are critical to communal tenure approaches, governance, and sustainable management.
- **YOUTH**—a large demographic in the exploding populations of northern Tanzania, and the natural resource users of the future.
- **TRADITIONAL LEADERS**—while their position may not always be recognised in formal governance structures, these leaders carry significant weight and influence in their communities, particularly regarding decisions about natural resource and land use.

OUR STRATEGY

GOALS, TARGETS & PRIORITIES

2018 - 2022

UCRT's focus going forward builds on its past successes, takes advantage of emerging opportunities, seeks to engage with threats and challenges, and is informed by the key strategic questions that were articulated and discussed during the consultation processes. Over the next five years, UCRT will orient its work around five strategic goals, and by making impact across these five areas it will advance its mission.



GOAL 1: SECURE COMMUNITY LAND RIGHTS

To sustainably manage and benefit from natural resources, communities in northern Tanzania need the ability to access, control, and manage the environments that support their livelihoods. Internal and external pressures that fragment land, compete with customary practices, and bypass and weaken communal use and management, all contribute to a breakdown of local livelihoods, cultural practices, and exacerbate conflicts. Securing rights to land and resources is the critical step in managing these pressures, enabling communities to make decisions about which processes and forces will benefit them and which will be a detriment to their lifestyle.

UCRT helps communities secure land and resource rights through facilitating Certificates of Village Land (CVLs), and strengthening community tenure through Certificates of Customary Right of Occupancy (CCROs). Over the next five years, UCRT will expand this work into new areas. Achieving this goal also requires direct engagement by UCRT to help communities resolve natural resource-related conflicts.

STRATEGY 1.1: RESOLVE NATURAL RESOURCE CONFLICTS

UCRT will target specific villages for conflict resolution activities, to ensure threatened grazing areas can then secure their tenure through CVLs and CCROs and connectivity is established across the landscape. Conflict resolution is also important as in some areas land conflicts have led to investors withdrawing, resulting in a subsequent loss of income for villages. In areas with LUPs and CCROs, it is critical that villages and wards have their own legal structures that can resolve new conflicts. This will support the long-term sustainability of land tenure and natural resource management mechanisms by ensuring they are respected and enforced after UCRT phases out its support. UCRT will pursue this strategy in three ways. First, it will train and expand the capacity of traditional institutions and mechanisms already in place. Second, it will help build capacity of institutions at local levels, such as ward tribunals. And, third, in some cases it will get involved and help facilitate the resolution of land and natural-resource related conflicts.

2022 TARGETS

1. 17 land and natural resource use conflicts resolved leading to land tenure security in Kiteto, Monduli, Hanang, Longido, and Simanjiro districts
 2. Increased capacity of 2 Ward Tribunals and 4 Village Land Committees to resolve conflicts in Monduli district
-

2018 IMPLEMENTATION PRIORITIES TO RESOLVE NATURAL RESOURCE CONFLICTS

- FORM CONFLICT RESOLUTION TASKFORCE

In 2018 UCRT will form an internal Conflict Resolution Taskforce that is led by a Programme Coordinator who will coordinate UCRT's approach to conflict resolution across its programmes and ensure that government is sufficiently engaged in these processes.

- RESOLVE BOUNDARY CONFLICTS IN 5 VILLAGES IN MONDULI

While resolving land conflicts that emerge during tenure processes is always an integral part of UCRT's work, in 2018 UCRT will proactively engage in mediating boundary conflicts in five villages in Monduli. These conflicts are necessary to engage with and resolve in order to ensure UCRT can secure CVLs and LUPs in those communities.

STRATEGY 1.2: INCREASE AREA UNDER COMMUNITY LAND TENURE

As a key strategy for securing rights and tenure, UCRT will focus on expanding the areas accessed and controlled by communities by getting CVLs approved and in place in target villages, and will increase the area covered by CCROs as a tenure mechanism. UCRT has chosen target villages for land tenure support based on where communities are currently experiencing, or are likely to soon experience, significant challenges as competition for their communal lands increases. These challenges come from a variety of sources, including the expansion of agricultural land, tourism activities, and the expansion of urban areas. For example, in the past Hanang' District was a majority pastoralist area, but over the past few decades there has been vast agricultural expansion that has displaced most of the indigenous community. Here, UCRT is focusing on securing the remaining available grazing areas to support the pastoralists who remain in the district.

Generally, UCRT is targeting specific villages to ensure land use and associated livelihoods are not only sustainable now but also in the future as pressures continue to increase. Targeted areas are also selected to secure connectivity between grasslands across the geographic programmes, beyond village and district borders. This will ensure there is livestock mobility and improved climate change resilience across the northern rangelands. Rangeland connectivity has the additional benefit of supporting wildlife which in turn supports tourism, positively impacting communities' benefits and livelihoods from tourism.

2022 TARGETS

1. Certificates of Village Land approved and in place across 750,000 ha of land
 2. Communal CCROs have reinforced land tenure and resource rights in critical areas across 500,000 ha of village land
 3. Increased land and natural resource security for women through 2 Communal CCROs in place for women's groups
-

2018 IMPLEMENTATION PRIORITIES TO INCREASE AREA UNDER COMMUNITY LAND TENURE

- FACILITATE DEVELOPMENT AND ACQUISITION OF CVLS IN 13 VILLAGES

CVLs are a fundamental first step for any village that wishes to secure its rights to land and natural resources. UCRT will primarily focus on Monduli and Karatu districts where communities are without any land tenure security at present, with more CVLs being facilitated in Simanjiro and Longido.

- DEVELOP AND INSTITUTE 19 COMMUNAL CCROS

Where CVLs are already in place, UCRT will focus on helping communities to secure their communal resources through CCROs. Grazing CCROs for pastoralists will be developed in Longido, Monduli and Simanjiro. In Kiteto and Karatu Districts, 12 CCROs will be initiated that will protect both pastoralists grazing areas as well as forest areas utilised by hunter-gatherers. UCRT will also hold an internal workshop to develop advocacy plans to promote the CCRO model, thereby ensuring they are proactive in positively influencing the new land laws.

- INCREASE LAND AND NATURAL RESOURCE SECURITY FOR WOMEN

In Hanang' UCRT will support two women's groups to secure communal CCROs, which would allow them to carry out enterprise activities on the land and reap the benefits.



GOAL 2: EFFECTIVE AND ACCOUNTABLE GOVERNANCE INSTITUTIONS

A key step in empowering communities to sustainably manage and benefit from their land and natural resources is to enable them to demand good governance and hold authorities to account. Pastoral, agro-pastoral, and hunter-gatherer communities are entwined in a network of formal and informal institutions and governance—traditional, local such as a village and ward, regional, and national. Strong, accountable, and transparent institutions across these networks are the centerpiece of the governance and management of natural resources. After securing land tenure and zoning different uses through land use planning, building effective governance institutions is the next key activity UCRT engages in to help ensure sustainable natural resource management, including rangeland management. Through partnerships, other partners can take other roles such as rangeland monitoring

UCRT strengthens the ability of local institutions to make collective decisions and enforce rules in several ways. First, it provides knowledge and helps communities to understand and recognize their rights. Second, it promotes the integration of customary practices with formal governance. Third, it encourages communities to ensure diverse members of society are included. This holistic approach to building good governance is critical to ensuring the livelihood needs and collective land and resource regimes of communities in northern Tanzania are understood, recognised, and included in decision-making processes. These networks are reinforced by advocacy efforts that shape policy and regulatory processes.

STRATEGY 2.1: STRENGTHEN COMMUNITY-BASED INSTITUTIONS

Strengthening community-based institutions is a critical step towards effective, equitable and accountable governance across a range of scales. Key to this is building the capacity of community institutions to ensure participatory systems and structures are in place, to improve transparency and observance of the rule of law and to enable them to negotiate and enforce agreements over land and natural resource use. This has been a core strategy of UCRTs work over the years, and their role has been focused around training of governance institutions and the communities they serve. UCRT now needs to expand their focus beyond training to include ongoing mentoring and support to members of governance bodies over time to ensure real change within the targeted institutions.

This strategy will also entail meetings and training sessions with the wider community to build their capacity to understand information presented to them by elected bodies and know those institutions roles and responsibilities. A more just and equitable society requires not only the inclusion of people that are normally pushed aside or left out of decision-making processes, but that these groups are empowered to advocate for and represent themselves. Through the Women Rights and Leadership Forums (WRLFs), UCRT catalyses the ability of women to take leadership roles and shape decision-making processes and hold governance institutions to account. These approaches will require additional time and resources from UCRT but will lead to more sustainable behavior change within governance structures.

2022 TARGETS

1. Local institutions are active and meeting their legal requirements by meeting regularly, making decisions and communicating them to their constituents across 60 villages in eight districts
2. Strengthened transparency and accountability for 60 local institutions across eight districts through the production and public circulation of annual budgets and reports
3. Strengthened authority and decision-making ability of Village Councils in 58 villages through the active enforcement of land use and natural resource by-laws in seven districts
4. The Authorised Associations (AAs) of Randilen WMA and Makame WMA are accountable, transparent, meeting regularly and meeting their legal requirements for dissemination of information to their constituents.
5. More representation/participation by women in local institutions
 - 10 or more women are active members of their Village Councils in 30 villages
 - Decision-making bodies at village levels (such as NR governing committees) are 50% composed of active women member

2018 IMPLEMENTATION PRIORITIES TO STRENGTHEN COMMUNITY-BASED INSTITUTIONS

- BUILD COMMUNITY CAPACITY IN GOOD GOVERNANCE

Intensive capacity building of local governance institutions will take place in Monduli with training of 16 villages on land laws and policies, and good governance. To support the sustainability of CBNRM activities in the area by ensuring communities have the institutions available to mediate disputes, UCRT will establish and train 2 Ward Tribunals and three Village Land Councils. There will also be training of village councils and village general assemblies on laws and policies governing land use planning in Simanjiro and Longido. In Makame WMA, and the five villages that exist within it, there will be training on land laws, good governance, conflict resolution, WMA Regulations and financial management.

- DEVELOP NEW APPROACHES TO PROMOTING AND MONITORING GOOD GOVERNANCE

In 2018, UCRT will develop and pilot a governance index tool to better evaluate and communicate the impact of institutional capacity building. UCRT will also develop a guidebook for staff to guide them in the coaching and mentoring of these institutions with approaches on how to integrate coaching into their ongoing field activities.

STRATEGY 2.2: ADVOCATE FOR POLICY CHANGE AND IMPLEMENTATION

Policy and regulatory issues tend to be beyond the reach of many local communities, and it is critical to engage with these external forces to shape the conditions for communities to govern and benefit from their natural resources. UCRT will engage in advocacy and policy dialogue to help shape supportive conditions for sustainable community-based natural resource management in northern Tanzania, and will inform community members about their rights under these policies. UCRT will continue to build community capacity across its programmes to be their own advocates on issues of concern to them. UCRT will give particular focus to areas where there are long running land conflicts, such as Ngorongoro. In these areas UCRT will work through the WRLFs to build community capacity to be their own advocates on land and natural resource issues.

UCRT will continue to advocate for the rights of communities in its working areas by working through networks and alliances such as Tanzania Land Alliance, Community Wildlife Management Areas Consortium and other like-minded partners. Through engagement with these partners, it will also bring its direct experience to people on the ground and help represent their voices, needs and opinions at a higher level to play an important advocacy role regarding laws and policies such as the WMA Regulations 2012, the development of new land laws coming out of the new Land Policy and the new Wildlife Corridor Regulations. UCRT will also continue to advocate for an end to Game Controlled Areas on village land to ensure that community land is not at risk of appropriation.

Over the next five years, UCRT will focus particularly on advocating for the Maa Constitution – developed by UCRT and traditional leaders in the last few years – to be formally enshrined within Tanzanian law. The Maa Constitution is the guiding law for customary leaders throughout Maasailand. UCRT has worked with male and female traditional leaders to ensure this Constitution is not in opposition to Tanzanian law, for example, it now recognises that women have equal property rights to men. However, at present the law that takes precedence in the Tanzanian courts is the Customary Law Declaration Orders. This is a law that remains unchanged since it came into effect in 1963 that does not reflect Maasai custom or, more significantly, protect women's rights, thereby leaving women in customary areas throughout Tanzania at risk of disinheritance and other discriminations. UCRT will advocate for the revision of the Customary Law Declaration Orders in order that they no longer contradict other Tanzanian laws such as the Land Act.

2022 TARGET

1. Maa customary laws incorporated into Customary Law Declaration Orders
-

2018 IMPLEMENTATION PRIORITIES TO ADVOCATE FOR POLICY CHANGE AND IMPLEMENTATION

- ENGAGE WITH POLICY MAKERS

UCRT wants to ensure that all land laws and policies support the livelihoods of groups that depend on communal land and resources. To advance this aim, UCRT will facilitate a workshop with the Pastoralists Parliamentary Group regarding the National Land Policy and the implications of proposed amendments of current land laws. They will also facilitate a learning exchange with policy makers, including the National Land Task Force, to promote the communal CCRO model.

- PROMOTE MAA CUSTOMARY LAWS

As UCRT wants to promote the inclusion of the Maa Constitution within Tanzanian Law, they will first facilitate a workshop with traditional leaders to develop policy asks regarding the Maa Constitution. This will be used as the basis for producing a policy brief on the Maa Constitution and the Customary Law Declaration Orders to present in person to the Tanzania Law Reform Commission.

GOAL 3: SUSTAINABLE NATURAL RESOURCE MANAGEMENT

Once local institutions are strengthened and land and resources are secured, the next step is to build the capacity of communities to sustainably manage their natural resources. This includes promoting sustainable rangeland management through robust land-use planning and the creation of bylaws at local levels, ensuring connectivity between migratory livestock and wildlife routes, and integrating scientific knowledge with customary management approaches to improve pasture.

STRATEGY 3.1: SUPPORT COMMUNITY-BASED NATURAL RESOURCE MANAGEMENT

This strategy involves strengthening the ability of communities to manage land and natural resources they have secured. This is done through facilitating the development of land-use plans, ensuring by-laws are developed and approved to manage these plans, promoting connectivity between different areas, and building management capacity by linking scientific and traditional knowledge and sharing information related to climate change impacts and population growth. This information will also feed into advocacy activities as evidence-based data is crucial in making the case for pastoralist and hunter-gatherer livelihood systems and the benefits of communal CCROs.

UCRT recognises that the success of the communal grazing CCROs depend on them being sustainably managed by the villages who own them. Villages with CCROs already have CCRO Committees in place, largely comprised of traditional leaders, who the communities entrust to ensure the CCROs are well managed. Further engagement with these Committees, to build their capacity to manage grazing beyond the CCRO borders, is the most strategic approach to building the capacity of communities to manage their rangeland resources. Traditional leaders already have the authority to ensure certain agreed norms and customs are followed and they remain in position over their lifetimes, unlike local government institutions that change every five years. Traditional leaders can also easily come together across village, ward and district boundaries to look at how grazing is managed on a wider scale throughout the rangelands.

UCRT will first work with these Grazing Committees and build their knowledge and skills on rangeland management at the village level, by communicating relevant scientific knowledge in ways that can be understood in a traditional context. UCRT will then help them engage at with other Grazing Committee representatives from connected villages to develop cross border grazing and land use agreements. These cross-border MOUs between villages with communal grazing CCROs will support livestock and wildlife mobility and ensure resources are shared fairly and sustainably beyond village borders.

2022 TARGETS

1. Village level natural resource management is guided by robust and functional land-use plans approved and in place across 750,000 ha of land that sustains pastoralists and hunter-gatherers in seven districts
 2. NRM by-laws are approved and in place across 750,000 ha of land in seven districts, providing a mechanism for local communities to use in the enforcement of land-use plans that support pastoral and hunter-gatherer livelihoods
 3. Increased connectivity between grazing areas in six districts through 18 cross-border grazing and land use agreements
-



2018 IMPLEMENTATION PRIORITIES TO SUPPORT COMMUNITY-BASED NATURAL RESOURCE MANAGEMENT

- LAND USE PLANS IN 9 VILLAGES

UCRT will facilitate land use planning in four villages in Longido and Simanjiro in order to support communities to identify critical natural resources in need of protection. These areas will include important grazing areas that can be connected to wider livestock routes, beyond village boundaries, and subsequently further protected under communal CCROs. UCRT will do the same in five villages in its Yaeda & Lake Eyasi Programme but with an additional emphasis on ensuring that forest areas are connected and protected in order to support wildlife and improve food security for Hadzabe hunter-gatherers. In Monduli, UCRT will support Randilen WMA to develop a new Resource Management Plan.

- NATURAL RESOURCE BY-LAWS IN 11 VILLAGES

UCRT will facilitate the development of natural resource governing by-laws in two villages in Longido, two villages in Simanjiro and two villages in Karatu District. These will give villages the legal mechanism to enforce their new LUPs. UCRT will also facilitate the review of five village by-laws in Kiteto District, to support villages within Makame WMA to better control their land and natural resources.

- IMPROVE RANGELAND MANAGEMENT

UCRT will recruit a new Rangelands Coordinator in order to increase the organisation's skills and capacity to support improved rangeland management. This position will link and disseminate scientific information and research to UCRT from trusted partners within NTRI as well as other relevant institutions. UCRT will conduct a review of relevant literature on rangeland management for both mainstreaming purposes and building the NRM capacity of Grazing Committees. This scientific knowledge will be incorporated with indigenous knowledge and filtered and disseminated to be used by communities. The next steps will be to develop messaging on population and climate change and then pilot mainstreaming them into programme activities in one district.

To strengthen the management of grazing CCROs and establish wider landscape agreements between villages to maintain and protect connectivity, UCRT will:

- Coordinate the Council of Elders across 5 villages in Hanang'
- Facilitate the signing of 12 cross-border MOUs that safeguard mobility in Yaeda-Lake Eyasi, Simanjiro and Monduli



GOAL 4: SUSTAINABLE NATURE-BASED LIVELIHOODS

Communities who benefit from the sustainable management of their land and natural resources are motivated to be the custodians of their environment. Community benefits are increased through building capacity to engage in natural resource based enterprises, such as eco-tourism, carbon projects, or easements. To benefit from well-managed rangelands, UCRT also focuses on improving benefits from livestock, and will explore opportunities to link communities with markets and how best to connect communities with service-provision needs. Through the WRLFs, UCRT also supports the economic empowerment of women so that they are in a position within their households and communities to actively engage in stewardship of their land and natural resources. Building strategic partnerships with ethical investors and organisations skilled in nature-based enterprise development will be key to successfully achieving this goal.

STRATEGY 4.1: INCREASE COMMUNITY NATURAL-RESOURCE BENEFITS

The objective of sustainable management is to enable communities to benefit from their land and resources, and over the next five years UCRT will focus on benefits communities can obtain from tourism, carbon and livestock. For tourism and carbon, this will involve ensuring tourism and carbon trading factor into land use plans where appropriate and desired by communities, producing guidelines communities can use to select and enter into agreements with investors, and helping to negotiate and facilitate these agreements. It also involves building the capacity of local institutions to fairly manage benefits from tourism. All of this creates a more attractive business environment for ethical private sector partners who wish to invest in these communities and have the expertise to handle the business side from production to sales, in any particular product line.

As UCRT grows and its strategies for impact change and evolve, it will need to draw more from the resources and skills of other organizations and collaborations. In the case of rangelands and livestock, for example, UCRT will need to develop collaborations and relationships that can provide expertise and resources, rather than reinvent work that has already been done. UCRT will undertake a mapping exercise to identify gaps and needs related to livestock, will promote synergy between rangeland governance and livestock marketing activities, and will translate information about livestock markets and practices into forms useful forms for communities.

2022 TARGETS

1. 5 villages within Makame WMA each receiving \$35,000 (\$175,000 in total) annually through agreements with investors and the WMA related to carbon and hunting
 2. Average yearly income derived from tourism per Datoga and Hadzabe group and per village council increased by 20% in 10 villages in the Yaeda and Lake Eyasi area
 3. Three community tourism institutions are accountable and effective in the Lake Natron area, leading to women and youth experiencing more benefits from their resources
-

2018 IMPLEMENTATION PRIORITIES TO INCREASE NATURAL-RESOURCE BENEFITS

- SUPPORT ECOTOURISM

A Tourism Management Plan for the Yaeda and Lake Eyasi area will be developed with a "Code of Conduct" and agreements on revenue generation benefit sharing between safari operators, village councils, and district councils. UCRT will facilitate an eco-tourism plan in Lake Natron as a basis for assisting the community, particularly women and youth, to better engage in tourism activities.

- DEVELOP RANGELANDS AND LIVESTOCK OPTIONS

UCRT will undertake a stakeholder mapping in rangeland management and livestock benefit activities within its landscape to identify potential partners and areas for engagement. This will be followed by more specific research into revenue generation options in Simanjiro and Monduli.

STRATEGY 4.2: ECONOMIC EMPOWERMENT OF WOMEN

Empowering women is reinforced by strengthening their economic position and ability to make livelihood and household decisions. Women cannot have a voice in decisions over shared resources or hold either customary or formal leadership positions if they are destitute. In the last five years UCRT has focused on promoting women's ownership of land and other property such as livestock. While this continues to be an important strategy for combating food insecurity, UCRT has recognised that there is also a need to increase women's monetary income if they are to be leaders within their communities.

In order to assess options for increasing women's financial security beyond property ownership, UCRT will first focus on a stakeholder mapping process to identify what other organisations and institutions are working on and how they add value in the areas where they work. Based on this, further work may involve business skill development, livestock and livestock-products marketing, beekeeping and honey production for Akie hunter-gatherers specifically, and the possibility of small businesses such as milling and cattle dips. The entry point for these activities will be women in the Women Right's and Leadership Forums that UCRT already works to strengthen. UCRT will work closely with partners who already have skills in nature-based enterprise development to bring additional knowledge, skills and opportunities to the WRLFs.

2022 TARGETS

1. Improved income and food security

- All WRLF members have their own income of at least \$10 per month
 - Food insecurity among WRLF members reduced by 50%
-

2018 IMPLEMENTATION PRIORITIES FOR ECONOMIC EMPOWERMENT OF WOMEN

- IMPROVE INCOME AND FOOD SECURITY

As a first step, UCRT will research the most effective options for economic empowerment of women within their context. Part of this research will involve a stakeholder mapping of organisations already engaged with WRLFs in economic empowerment activities. UCRT will train 10 villages with WRLFs on business skills and financial management.

GOAL 5: SOCIAL EMPOWERMENT AND EQUALITY

Effective processes that govern, manage, and benefit from natural resources depend on equitable engagement and representation by diverse members of society. Unless all members of a community can understand and advocate for their rights and participate in shaping the processes that affect them, governance processes will always benefit and reflect the interests of more powerful and elite members.

UCRT engages in this by empowering women socially and economically, empowering marginalised groups, and strengthening the linkages between communities and broader networks. Through Women Rights and Leadership Forums (WRLFs), women can advocate for their rights to utilise and benefit from land and resources. For particularly marginalised groups, such as the Akie and Hadza hunter-gatherers, UCRT helps grow their capacity to represent and advocate for themselves by supporting the education of youth. Finally, UCRT focuses on linking local communities to broader networks for knowledge sharing and learning and solidarity.

STRATEGY 5.1: PROMOTE WOMEN'S RIGHTS

UCRT believes that those who depend most on land and natural resources for their livelihoods are the most effective stewards of these resources. Promoting the rights of marginalised groups means that, beyond challenging negative cultural practices, pastoralist women and hunter-gatherers can be active participants in the management of land and natural resources. Under this strategy, UCRT will focus on strengthening women's rights, and will also work internally within its own organisation to mainstream gender across its work.

Through the WRLF's UCRT will assist women to secure individual plots of land as it believes that if women have more ownership of resources, they will have more voice in their stewardship. Land ownership also transforms community perceptions of women in patriarchal pastoralist societies in terms of women's rights to property ownership. Land allocation by village councils is done within areas specifically zoned in land use plans for either agriculture or habitation, to ensure it is not detrimental to the rangeland ecosystem.

UCRT will expand the number of WRLFs, including to villages where there are Hadza communities. Although Hadza women have equal rights within their ethnic group, they are still disenfranchised in the broader society from political processes that impact their rights to land and natural resources. Therefore, UCRT will work to ensure Hadza women are aware of their rights to engage in political processes, as they will continue to do through the WRLFs in Akie villages.

2022 TARGETS

1. Rights of women reinforced

- 250 more women own individual CCROs in Hanang, Kiteto and Simanjiro
 - 400 women allocated land by village councils in Kiteto, Monduli, Hanang and Simanjiro
 - 50 rights violation cases resolved
 - Increase in Hadza women's representation in local governance institutions
-



2018 IMPLEMENTATION PRIORITIES TO PROMOTE WOMEN'S RIGHTS

- RIGHTS OF WOMEN REINFORCED

The Gender Programme will establish three new WRLFs in Hanang' and continue capacity building of the 34 existing WRLFs in Kiteto, Simanjiro, Ngorongoro, and Monduli (including training community trainers in 20 villages). UCRT will support 120 vulnerable women to acquire individual CCROs in Hanang', Simanjiro and Kiteto, helping them to improve their families' food security. It will facilitate a learning exchange to MMWCA Maasai women's groups in Southern Kenya and train all UCRT field staff on Gender and gender mainstreaming.

STRATEGY 5.2: EMPOWER MARGINALISED GROUPS THROUGH EDUCATION

Some groups, particularly Akie and Hadza hunter-gatherers, are largely excluded from formalised decision-making processes despite their deep knowledge and direct engagement with local environments. Therefore, UCRT will promote knowledge and skill development for Akie and Hadza hunter-gatherers in order that they can advocate for their own rights and needs.

2022 TARGETS

1. Skills and knowledge developed for hunter-gatherers

- 100 new students enrolled in school (60% or more of whom are girls, 80% or more are hunter-gatherers)
 - 20 students graduated from vocational training courses
 - 75% of sponsored students are successfully passing national examinations
-

2018 IMPLEMENTATION PRIORITIES TO EMPOWER MARGINALISED GROUPS THROUGH EDUCATION

- EDUCATION AND EMPOWERMENT OF HUNTER-GATHERERS

UCRT will review and refine sponsorship and selection criteria and then improve the monitoring system for sponsored students. UCRT will then host a learning exchange between sponsored students on the importance of protecting land and natural resources.



ORGANIZATIONAL GOALS TO STRENGTHEN UCRT'S **INTERNAL CAPACITY**

Building the organization

UCRT's work and impacts will only be as effective as the organisation itself, and internal strengthening is a key objective for the next five years. To broaden its impact and secure more resources, UCRT needs to continue to build productive collaborations and relationships, and become more effective at communicating its identity and impact with partners, government, and potential supporters.

To achieve its programmatic goals, it needs to have sufficient numbers of staff working intensively within communities. To maintain skilled and committed staff, it also needs to grow its human resource system, ensuring that staff have the security and benefits to effectively do their job. A strong and effective board will be critical to UCRT's successes going forward, and it needs to expand its infrastructure and bring in the resources that the programmes need to deliver impact.



UCRT HAS SET THE FOLLOWING 2022 TARGETS TO ENSURE THE ORGANISATION IS STRENGTHENED AND CAN ACHIEVE ITS STRATEGIC GOALS:

- 80% donor retention through strong relationships, collaborations and networks
- Grow programme funding by 15-20% annually, targeted at new strategic activities such as ongoing mentoring of governance institutions and women's economic empowerment
- Endowment fund in place through partners, providing UCRT with an annual unrestricted income of \$40,000 or more
- UCRT has funding reserves worth 25% of its annual budget
- UCRT is communicating impact with partners quarterly using data from an online monitoring system
- Recruited 4 new Programme Coordinators, 1 HR & Administration Coordinator and 7 new Field Officers
- Strong and capacitated board providing effective support and oversight

OUTCOME 1: INCREASED FUNDING AND CAPACITY TO MANAGE FUNDS

To meet programmatic and core funding targets, UCRT will identify where it is currently facing funding gaps that may hinder it reaching its goals. Once its long-term funding needs are clearly understood, it will develop a fundraising strategy to address them. This strategy will include how UCRT will establish and grow an endowment fund. UCRT will also undertake a review of all internal financial management systems, including written policies and procedures to verify they are up to date and meet the requirements of more recently acquired donors. This will ensure that UCRT has a sufficiently robust financial management system that can accommodate increased revenue streams.

2018 PRIORITIES

- Develop five-year funding gap projection
- Develop fundraising strategy
- Outsource internal review of finance systems to ensure all internal controls meet requirements
- Review and update Finance Manual

OUTCOME 2: EFFECTIVE COMMUNICATIONS

To grow resources and share the organization's unique value, UCRT needs to improve its communications. Communications should inform stakeholders such as communities, government, and other organizations about UCRT's activities and impact, and any changes in strategy or opportunities. This will help to reinforce the organization's value proposition, strengthen relationships and promote a collaborative spirit and will be valuable for fundraising.

2018 PRIORITIES

- Revise the UCRT website and develop a corresponding internal system to keep it up to date
- Develop a brochure highlighting UCRT's work and achievements
- Transfer UCRT monitoring system and data to online database system to better evaluate and communicate programmatic impact
- Provide partners with a quarterly newsletter highlighting key achievements

OUTCOME 3: SUFFICIENT HUMAN RESOURCES AND SUPPORTIVE SYSTEMS

UCRT has ambitious plans to build the capacity of over 65 villages in the next five years to better manage and benefit from their land and natural resources. Effective capacity building of governance institutions, cross-border rangeland management, conflict resolution and women's economic empowerment all require a significant investment of time with target groups in order to see lasting change. To carry out a holistic and profound approach that will transform community livelihoods in these villages, UCRT needs to significantly expand its team.

As UCRT expands its reach and shifts into new strategic directions, it needs to simultaneously adjust the knowledge and skill sets of its team along with the internal systems that support them. UCRT will ensure staff take a standardised approach to community capacity building by continuing to review and develop training manuals on commonly facilitated topics such as land laws and policies and land use planning. In either recruiting new staff members or training existing staff members to meet growing needs, UCRT will seek ways to maintain its culture of collaborative and innovative spirit and a commitment to community while delivering impact on a broader scale. This can be enabled by a tailored and responsive internal HR system that can provide a sense of security for staff and act as the starting point for measuring performance.

2018 PRIORITIES

- Raise funds to employ a Rangeland Coordinator, a Women's Economic Empowerment Coordinator, a Kiteto Programme Coordinator, a HR & Administration Coordinator and a Hanang' Gender Field Facilitator.
- Identify and train staff member to be a Monitoring Officer responsible for managing the new MEL system
- Review and refine training manuals on good governance and conflict resolution
- Carry out a staff skills audit and identify how to fill any skill gaps
- Review and revise UCRT staff ToRs in response to new organisational structure
- Review and revise HR policies and procedures to increase staff satisfaction through improved job security for core staff and reducing salary discrepancies for similar positions

OUTCOME 4: A STRONGER AND MORE EFFECTIVE BOARD

UCRT would like to develop their board so that it can help them become a stronger organization internally as well as participate actively in shaping the organisation's direction going forward. UCRT wishes to see a board that consistently provides leadership, supports and oversees the senior management team, helps with planning and securing of financial resources, as well as strengthens the organization's reputation and potential for collaborations and partnerships.

2018 PRIORITIES

- Prepare a capacity building plan for the board that includes training on board roles and responsibilities and UCRT's work, philosophy and vision
- Hold board elections to increase the number of professionally skilled and experienced board members
- Build capacity of UCRT Members through learning exchange to NRT Council of Elders in Kenya

OUTCOME 5: SUFFICIENT AND RELIABLE INFRASTRUCTURE

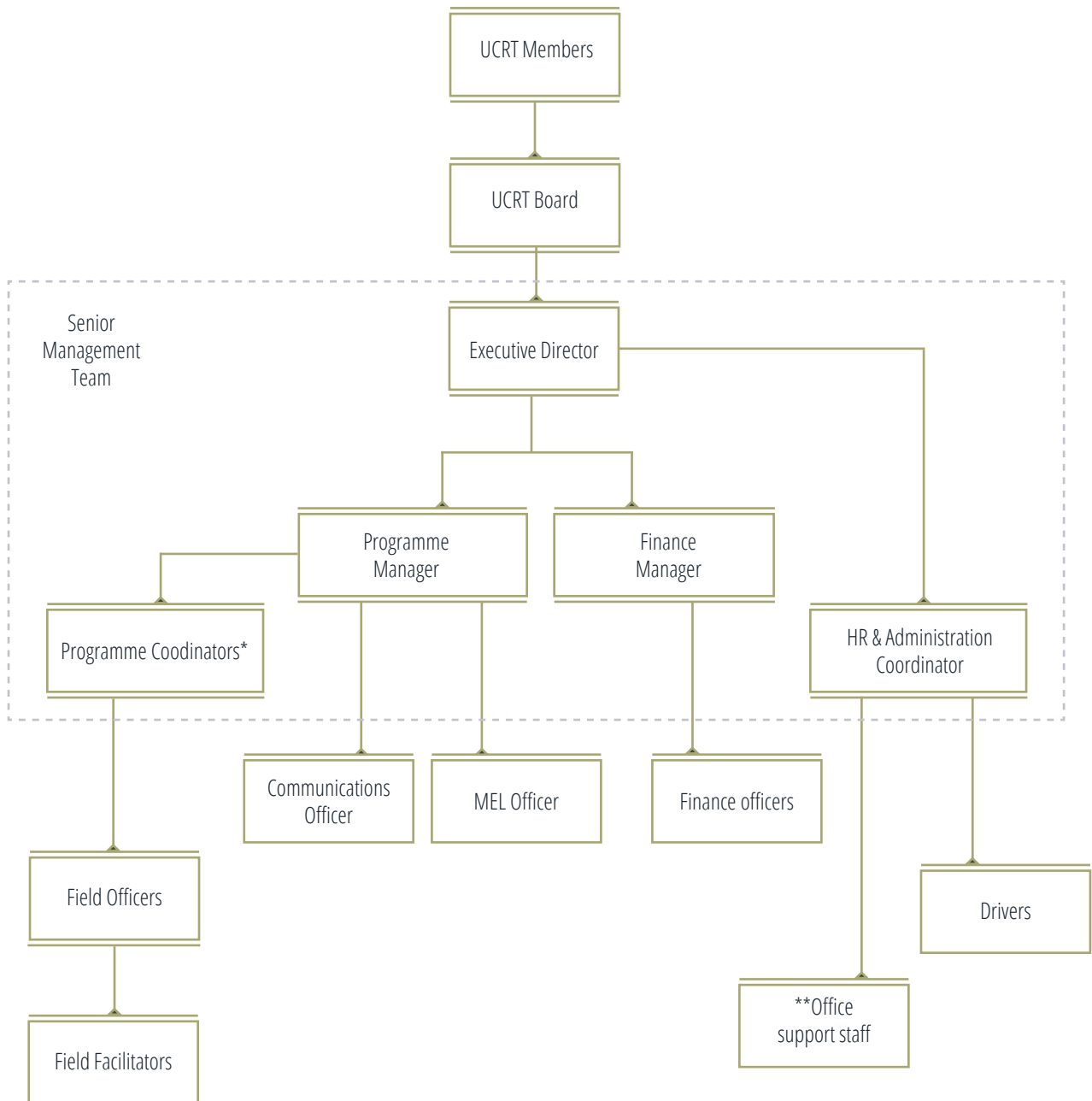
Given the context of northern Tanzania, as well as the spread out and field-based team that characterizes UCRT, the organization depends on functioning and reliable infrastructure such as vehicles and field equipment. Infrastructure incurs huge costs, yet is vital to a functional and effective organization.

2018 PRIORITIES

- 2 new field vehicles
- Improve power and communications infrastructure in all field offices
- Install solar back up power system at UCRT HQ to ensure the office can run during power cuts

ORGANISATIONAL STRUCTURE

UCRT will have to adapt and expand its organisational structure to ensure it has sufficient staff capacity to achieve its goals under this strategy.



*Rangeland Coordinator, Advocacy & Research Coordinator, Women's Economic Empowerment Coordinator, Kiteto Coordinator, Longido Coordinator, Hanang' Coordinator, Simanjiro Coordinator, Monduli Coordinator, Yaeda & Lake Eyasi Coordinator, Ngorongoro Coordinator. **Office Attendant, Security Guards



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Ujamaa
Community
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Team

EMPOWERMENT JUSTICE STEWARDSHIP

