



***PVO-NGO/NRMS PROJECT***

**Non-Governmental Organizations  
and  
Natural Resources Management**

**TANZANIA**

**March 1993**

**PVO-NGO/NRMS Project  
Private Voluntary Organizations and Non-Governmental Organizations  
in Natural Resources Management  
(a USAID-funded project)  
Suite 500  
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Washington, DC 20037**



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**Non-Governmental Organizations  
and  
Natural Resources Management**

**TANZANIA  
Country Assessment**

**Prepared by: James Cawley  
Edited by: Michael Brown**

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Suite 500  
1250 24th Street, NW  
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## **Foreword**

This document is one of 18 assessments done in 18 African countries under the aegis of the PVO-NGO/NRMS project. Broadly speaking, the assessments cover:

- the general context and issues impacting NGOs and NRM in each given country;
- the content of NGO work in NRM in each respective country;
- the needs of NGOs in NRM in each country
- types of activities that could be feasible in NRM in the given country; and
- the overall feasibility for a project like PVO-NGO/NRMS to operate in each given country.

The focus of the assessments is on institutional and technical programming issues rather than natural resources issues as might be addressed in a formal natural resources sector assessment.

It is important that readers of the document understand that the individual country assessments in both the executive summary document and the papers encompassing full length assessments are not by any means exhaustive of the NGO situation in NRM in any country. Rather, the PVO-NGO/NRMS assessment attempts to render an accurate overview of active and potential opportunities in the natural resources sector. Far more information could have been provided in the assessments than was, had time and funding permitted. Nevertheless, we feel the thrust of the overall analysis would probably not have changed significantly.

The information and analysis provided is felt to accurately portray the current situation in each country. This should prove to be useful to help orient both potential donor and NGO programming in NRM in each country. For those ultimately interested in assessing a particular country's situation in greater depth for programming purposes, we hope this assessment will provide a strong foundation from which to begin.

To provide a sense of the limitations under the assessment we note the following:

- 14 of the countries assessed were covered in six or less days in the field;
- One country (Tanzania) for logistical reasons benefited from an assessment over a 10 day period;
- Two countries and one region -- Namibia, Ethiopia, and Eritrea (a region under its own independent provisional government) -- were covered by 'desk' assessments due to logistical reasons, each over a five day period.

Other full length country assessments are also available from the PVO-NGO/NRMS project. Requests for either the entire full length document, or individual sections relevant to the readers interest may be made to the PVO-NGO/NRMS project. Comments on the assessments are welcomed.

Throughout the assessments, community-level groups are distinguished from NGOs; the latter refer to service-providing or membership organizations which work for the benefit of communities. Private voluntary organizations (PVOs), for simplicity, is the equivalent term for U.S. NGOs working internationally.

Finally, for comparative purposes, the introduction and overview of findings section of the 18 country synthesis document is provided as an annex (1) to this country-specific document.

*Michael Brown*  
*Project Director, PVO-NGO/NRMS*  
*Washington, D.C.*

*March 22, 1993*

**TANZANIA**  
**Country Assessment**

**DISCUSSION**

***I. The Context of NGO Work in Natural Resources  
Management (NRM) in Tanzania***

**BACKGROUND:**

Tanzania is the second largest country in East Africa (362,700 square miles) with the highest population (22.5 million on the mainland) growing at a rate of 2.8 percent per year. About 80 percent of the country's population lives in rural areas, primarily in about 8,000 villages. Agriculture is the mainstay of the economy, providing 40-50 percent of the GNP, 80 percent of exports and 90 percent of employment.

60 percent of the land is arable; however, only about 16 percent is under cultivation. Land use is severely restricted by the presence of the tsetse fly and inadequate rainfall (only about half the country receives more than 750 millimeters/year). In general, the eastern and central plateau are not suitable for intensive farming. The most favorable conditions are found around Mounts Kilimanjaro and Meru, near Lake Victoria, the Mbeya region and in the northeast. Soil erosion and deforestation are serious problems that have not been addressed due in part to a lack of resources.

Tanzania is endowed with a wide range of natural resources. Apart from the vast areas of arable land there are extensive forests and wildlife resources and abundant fishing. Minerals, diamonds, gold and other precious metals, salt, gypsum and coal provide foreign exchange. Mining for gold, coal, natural gas and phosphates is expanding. Uranium exploration is expected to start within a few years while petroleum prospecting continues. Nevertheless, Tanzania remains among the world's poorest nations with a per capita GDP of \$262 (1986) with no real growth during the preceding 20-year period.

In the second half of the 1970s the Tanzanian economy went into a serious decline, but this trend is now being reversed. In 1982, a structural adjustment program began. In 1984, the government initiated a series of policy reforms and took significant steps towards reducing public expenditures and subsidies. In 1986, the economic recovery plan was launched and Tanzania experienced a real GDP annual growth rate of around four percent in 1986-1990. The government is committed to continued reform in the direction of trade liberalization and increased private sector activity with plans to restructure and privatize the parastatals.

Politically, Tanzania is one of the most stable nations in Africa. In spite of the nation's diversity, political stability and public order are not threatened by ethnic division. In February 1992, a national conference of the ruling party (CCM) voted to implement a multi-

party system. The first multi-party elections will be held in 1995. The government, however, has *de-facto* control over the mass media which tends to present a single viewpoint on major policy issues.

There are over 265,000 Mozambican and Burundian refugees spread over seven western and southern regions.

## NGO EXPERIENCE

Traditionally, Tanzanian NGOs have been involved in welfare and relief activities. Through the 1960s and 1970s, the government played a pervasive role in development and only recently have NGOs moved to more developmentally oriented activities. While there is no definitive list of Tanzanian NGOs, local wisdom suggests there are approximately 400 that are registered with the Ministry of Home Affairs. Currently, there is an initiative to establish a NGO coordinating unit in the prime minister's office, but it is too early to tell what its role will be or how it will function.

Like emerging NGOs in many parts of Africa, local NGOs are generally small and dominated by a strong founder-leader. They provide services, on a small-scale, to a very localized population and have weak organizational infrastructures, underdeveloped planning, monitoring and evaluation capabilities. The groups are weak in the areas of financial management and accountability and are primarily driven by and responsive to the availability of donor funding.

With regards to environmental or NRM programming, there are three types of local NGOs. The first is composed of Dar es Salaam-based membership organizations which are primarily involved in public awareness, research, public education and advocacy, such as the Wildlife Conservation Society of Tanzania and the Journalists Environmental Association of Tanzania. The second group was formed by community-based organizations which are involved in local activities such as tree planting, nurseries, and fuel efficient stoves. Examples include the Tanzania Tree Planting Society and the Morogoro women-focused afforestation project.

The third group are national and local NGOs, often affiliated with an international NGO, which are implementing integrated development programs and supported by major donor funding. Many of the project activities relate to NRM and include sustainable agriculture, nomadic grazing and land tenure, tree planting and nurseries, alternative income generation and community mobilization. Examples are the Tanganyika Christian Refugee Service, CARITAS, and the Arusha Diocesan Development Office.

Major development project activity is dominated by relatively large and well funded international NGOs and/or the national affiliates of international NGOs.

## **NGO PROFILES:**

The **African Wildlife Foundation (AWF)** is an international NGO which, along with World Wide Fund for Nature (WWF) is implementing the Planning and Assessment for Wildlife Management Project, funded by the US Agency for International Development (USAID). The project is responsible for assisting the Wildlife Division to develop its planning capability and to assist in drafting wildlife policies, with a view to increasing the role of wildlife in the economy of Tanzania. The project is also working to develop management plans for the game reserves in Tanzania. AWF is also working with Tanzania National Parks to institutionalize and develop the Community Conservation Service. In addition, AWF is undertaking a pan-African training needs assessment of protected area managers, which includes Tanzania (funded by USAID through the Biodiversity Support Program). AWF also supports the College of African Wildlife Management at Mweka through scholarships and institution development.

**Arusha Diocesan Development Office (ADDO)** manages a fairly large, Catholic Church-supported program involved in a number of development activities including sustainable agriculture, nurseries and tree planting, water projects, livestock management, and community resource management. Although not a "natural resources management" organization, ADDO has a number of projects "on the ground" in the Arusha area and the organizational infrastructure to support them. Any NRMS activity in Tanzania would profitably explore ways to involve ADDO and similar organizations with significant implementation experience. ADDO acknowledges the need for better coordination among NGOs, but cautions against only working through or relying on existing coalitions, which they feel represent and involve only Dar es Salaam-based NGOs. Attempts at NRMS coordination should start with field based-NGOs and build from there, its officials assert.

The **Evangelical Lutheran Church of Tanzania (ELCT)/(KKKT)** is a local church-based NGO strongly supported by the U.S. Lutheran Church (KKKT is its acronym in Swahili). It works in sustainable agriculture, fish and dairy farming. A strong implementing agency not specifically focused on NRM, ELCT has an organizational infrastructure and the personnel to support field-based project activities.

The **Journalism Environmental Association of Tanzania (JET)** is a relatively young NGO, founded with the support of PANOS, and works mainly in the areas of policy and issues research and public awareness. JET is considered a major player in the environmental field but is not an implementing agency.

A local NGO, supported by the Wildlife Protection Fund, the **Mali Hai Clubs of Tanzania (MTC)** is primarily involved in forming environmentally aware school-based student clubs at the secondary level. Considered to be another major player in the environmental sector, MTC does not implement NRMS-type projects (except for very small-scale local school-based tree plantings).

**Oxfam/UK/Ireland** is the international NGO most vigorously supporting the work of indigenous Tanzanian NGOs rather than implementing its own projects. Oxfam supports a wide variety of projects from health to agriculture and any effort to coordinate the work of NGOs in NRM activities should involve Oxfam. It is a widely respected entity in Tanzania.

One of the two indigenous NGO coordinating bodies, the **Tanzania Council of Social Development (TACOSODE)** has been in existence in one form or another since 1965, primarily coordinating Tanzanian social welfare NGOs. Until recently it was highly subsidized by the government and continues to see its role as facilitating collaboration between the government and NGOs. Its primary activities are workshops and training sessions.

The **Tanzania Environmental Society (TESO)** is a local voluntary membership organization with 2,000 members; it has implemented small-scale projects in fuel-efficient stoves and woodlots, but is not so engaged presently. TESO is attempting to build a data base on environmental organizations in Tanzania. TESO identifies management of finance, organization management, fund raising, and community outreach as the types of training Tanzanian NGOs most needed. While not a strong implementing agency, TESO has a role to play in any organizing of NGOs around NRM activities.

The **Tanzania Non-Governmental Organizations (TANGO)**, the other of the two NGO coordinating bodies, has been in existence since 1988 and has about 80 members. TANGO's effectiveness and ability to incorporate NGOs outside Dar es Salaam is questionable. It is in the process of publishing a directory which lists some 124 Tanzanian NGOs. Major activities are workshops and conferences and assistance to members in project preparation and proposal writing. The members of TANGO have established a number of technical committees, one of which is the Environment and Sustainable Development Committee, chaired by Mr. Chomba of TESO. **This would be a logical committee with which to coordinate a NRMS-style project, but any PVO-NGO/NRMS activities must reach out beyond this committee and its members, who are mostly Dar-based and not necessarily strong project implementers.**

An indigenous membership NGO with approximately 3,000 members, founded and strongly influenced by two expatriates, the **Wildlife Conservation Society of Tanzania (WCST)** is mainly a consciousness raising and education program. WCST has worked with the Wildlife Department on establishing animal quotas and with the Fisheries Department to establish a marine park, but the bulk of its activities are public awareness and education programs in the schools.

**World Vision** is an implementing international NGO and has projects in several regions of the country. It is currently involved with the African Development Foundation and Oxfam/UK in an effort to bring together the NGOs in the Arusha area, including Heifer International, Technoserve, ADDO, and Global 2000, all international NGOs (except for ADDO). This group might provide a good starting point to get a focus on activities and

organizations in the Arusha area; it should be encouraged to include more local NGOs in its coordinating efforts.

The **World Wide Fund for Nature (WWF)** is an international NGO implementing its own projects as well as funding the efforts of local organizations.

### **ENABLING ENVIRONMENT:**

The overall environment and political climate in Tanzania is supportive of emerging democratic processes and institutions. "Participation" is one of the watchwords of the day; unfortunately it is one used with a wide variety of connotations ranging from "we give this to you to do and you participate by doing them" to earnest attempts at involving people in decision making processes. One of the weaknesses of many NGOs is the lack of a basic understanding of how a democratically oriented institution is organized and functions. Most organizations are staff-led (usually by the executive) and without an appreciation for the appropriate roles and responsibilities of members, boards and staff.

The government has fostered an open environment in which it is fairly easy for NGOs to establish themselves and be legally recognized. Over the past several years there has been a proliferation in the number of NGOs, including those formed as regional development trusts founded by various political leaders.

Officially, the government recognizes the NGO community as a potential force in development, particularly rural development. National plans for various sectors contain sections on the role of NGOs and the government clearly would like to see NGOs working in support of its development agenda. The Tanzania forestry action plan has major sections devoted to NGOs and community participation.

While it is relatively easy for an NGO to become established, and the government supports the role of NGOs in development, there are few government resources committed to or flowing through NGOs. This reflects both the overall paucity of resources available and the perception of NGOs as fairly weak institutions. This is particularly true in the area of environmental protection and natural resources management.

Tanzanian NGOs have limited ability to obtain necessary technical skills in NRM. What little input there is comes from three sources. International NGOs and donors such as WWF, ICUN-World Conservation Union and the German Gesellschaft für Technische Zusammenarbeit (GTZ) transfer technical knowledge as a part of their funding packages or through participation in workshops and seminars. Internally, NGOs share what they can among themselves through workshops and seminars organized by organizations like TESO and TANGO. In some instances, NGOs obtain technical skills by working with government programs through government technicians such as foresters or wildlife managers.

There is technical expertise in-country, but it is not readily available in ways that are beneficial to those NGOs that could use it because of the usual problems -- shortage of money, gas, per diem funds, vehicles and so on.

The Dar es Salaam-based membership advocacy and public awareness groups have relatively good analytic and advocacy skills while the larger, integrated development NGOs have good project development and planning skills but are not much involved in advocacy. The majority of Tanzanian NGOs are, however, weak in the area of analysis, project design, and monitoring.

#### **GOVERNMENT AND DONOR TRENDS IN NRM PROGRAMMING:**

Given the USAID mission's strategy and focus for the next five years, there appears to be limited opportunity to rely on local USAID funds to support a PVO-NGO/NRMS-type program in Tanzania. NRM is not a specific objective of the mission in Dar es Salaam, although it is considered to be a "target of opportunity." Over the next several years USAID plans to focus on macro-level private sector initiatives which include reform to the country's banking system, development of and support to agro-industry, import substitution and non-traditional exports.

The mission is currently funding a joint venture between the African Wildlife Fund and WWF to carry out assessment and planning activities related to wildlife management in and around the Selous game reserve. A major component of this project is the involvement of communities located adjacent to the reserve in wildlife management, including several schemes designed to provide economic return to the communities resulting from their participation in the planning and management of wildlife resources. While this project is directed at local communities, it does not involve local NGOs.

USAID mission officials portray the local NGO community as weak and unorganized, emphasizing its general lack of financial management skills and accountability. NGOs approaching the mission for funding often present poorly designed project proposals and/or are looking for money to support institutional meetings like annual general assemblies and conferences. The mission acknowledges the need to strengthen the institutional capabilities of local NGOs and may consider an umbrella program toward this end.

In general, the mission recognizes the need for and the potential value of a PVO-NGO/NRMS-like project, particularly with its focus on strengthening the planning and management capabilities of local NGOs and the coordinating aspects of the project. In all likelihood, the mission would concur with plans to implement such a project in Tanzania, the caveat being that it incur no additional financial burden or managerial responsibility.

The environment and natural resources management continue to be areas of concern for others in the donor community. There are of course a wide variety of donors operating in

Tanzania. Many of the donors are funding either discrete NRM projects, primarily through international NGOs or through the government, with a small amount of funding going to Tanzanian NGOs. Most of the major bilateral programs, including those of Canada, Sweden, Norway, the United Kingdom as well as the U.S., are funding NRM activities within a broad portfolio. The World Bank is supporting several projects with the government and is undertaking feasibility studies for additional environment and natural resource projects.

The "environmental donors" are also supporting projects in Tanzania, but are generally channeling funds through other international NGOs or are implementing projects directly.

Most donors recognize the weaknesses of the Tanzanian NGO community and while most agree that local institutions need to be strengthened, few are making a concerted effort to support those activities. Oxfam is a notable exception.

### **NATURAL RESOURCE ISSUES:**

Under the national land ordinance, all land in Tanzania belongs to the republic and is under the control of the president who holds and administers it for the use and common benefit of the people. The state allocates land to registered villages and village councils which then reallocate portions of the land to individual households (on average, about 0.5 hectare) while retaining a portion as communal agricultural land, grazing areas, and forested tracts. Disputes inevitably arise between villages and households regarding land use and jurisdiction. Resolution of disputes is handled by several authorities with unclear lines of responsibility.

In the absence of long-term security, households and villages have little incentive to preserve or improve land through investments of labor or scarce resources. This situation has led to decreased land productivity, land degradation and induced a dependence on livestock to supplement farm incomes.

There are no reliable estimates on the rate of deforestation in Tanzania, but estimates are in the range of 300,000 to 400,000 hectares lost per year. The main causes are attributed to clearing for agriculture, overgrazing, harvesting for fuel and charcoal making, as well as harvesting for commercial use. In many areas land is extensively burned as a tsetse fly eradication measure. Much of the affected areas are inappropriately used in an unsustainable way, causing soil erosion and disrupting water supplies in surrounding areas.

The most pressing problem in the wildlife sector is poaching and encroachment. The wildlife management infrastructure is poor and the technical staff is inadequate to keep protected areas under control. Heavy commercial poaching has resulted in the depletion of the elephant population, for example, by 50 percent in protected areas and 80 percent in outside areas.

The wildlife conservation act regulates hunting and conservation, but fails to address other forms of land use. Conflicts between animal conservation and human activities are therefore a common problem in game controlled areas.

Tanzania's agricultural production is mainly aimed at meeting domestic needs, but cash crop production is expanding rapidly. Assuming constant soil productivity and per capita consumption, the area needed for subsistence production will double over the next 20 years. Cattle production is estimated at 12.8 million head and growing at 0.7 percent per year. Goats and sheep herds comprise 9.8 million head and are rapidly expanding. The concentration of livestock in tsetse-free areas with watering facilities has resulted in serious overstocking. The closure of traditional herding routes by "villagization" has further increased pressure on grazing land.

## *II. Institutional and Technical Issues*

### **COLLABORATION:**

There are two existing, functioning NGO consortia, TANGO and TACOSODE. Both have offices, small staff, and programs for their memberships, mainly consisting of workshops and seminars. Both are primarily Dar-based and focused, although both have members from provincial areas. There is a nascent initiative in Arusha, but it appears to be led by and primarily involves international NGOs.

There is little genuine NGO collaborative efforts, except for one or two isolated examples. One was in central Tanzania, where under-utilized government forest extension officials were seconded to the Tanganyika Christian Refugee Society to provide technical assistance to its forestry efforts.

### **NGO CAPACITY:**

The majority of Tanzanian NGOs are small, with few staff, little physical infrastructure, poor organization, underdeveloped systems and irregular access to funding. (Notable exceptions are the Tanganyika Christian Refugee Society and some of the larger church-based development groups.) By general consensus, they are weak in the areas of organizational and financial management, accountability, critical or strategic thinking and coordination. There is a definite need for institutional development among these NGOs; Tanzanian NGOs, however, generally understand the term institutional development to mean the provision of infrastructure like vehicles and computers or funding to pay for office space. Developing the capacity to better analyze needs, design projects and develop funding proposals generally comes under the rubric of training.

There is a minor flow of funding trickling to the Tanzanian NGOs and most agencies survive from one grant to the next. Almost none are financially sustainable. Again, the general consensus among international donors, agencies and government officials seems to be that the lack of funds in Tanzania is not the problem. The major problem is the ability of Tanzanian NGOs to access the funding that is available through better analysis, design, implementation skills and accountability. Many local NGOs dispute this conclusion.

Except for a few of the larger NGOs cited earlier, Tanzanian NGOs generally lack the managerial capacity to implement NRMS and/or other projects. This is evidenced by the lack of NGO participation in anything except small and very local project activity and by the fact that major NRM activity is being carried out by international NGOs.

### **NGO INSTITUTIONAL/TECHNICAL STRENGTHENING NEEDS:**

There is little technical assistance/training available to improve institutional capability. What is available is mostly internally provided through workshops and seminars organized and run through the two umbrella organizations, TANGO and TACOSODE.

The NGO community needs extensive work in:

- strengthening capabilities to think strategically;
- operating in more effective and efficient ways;
- managing and becoming accountable for finances;
- developing leadership beyond the charismatic heads of organizations;
- approaching feasibility studies, project appraisals and elaborations; and
- developing and carrying out long-range funding strategies that end the cycle of project-to-project funding.

### **GENERAL CONCLUSIONS AND RECOMMENDATIONS**

- PVO-NGO/NRMS should consider Tanzania as a candidate for focal country status. There is a wide variety of NGOs working in the natural resource sector and an expressed need for and interest in building organizational and technical capacities.
- The approach to in-country organization of a NRMS project should take into account and encompass existing consortia and working groups of environmentally oriented NGOs but must also make concerted efforts to contact and involve NGOs which fall outside the "environmental group," but are implementing project activities which clearly have an impact on the sustainable use of natural resources.

- Consideration should be given to mechanisms which allow for participation of NGOs which are based in the northern, western and central regions of Tanzania.
- While there may be some need for "pilot project" funds, emphasis should be placed on developing institutional capacity at the country working group level, lead agency level and within the participating NGOs to effectively program and use donor funds.
- In all likelihood, USAID/Tanzania will not be able to make funds available to support a PVO-NGO/NRMS project and Government of Tanzania resources are extremely limited. Groundwork for the project should, however, explore two other in-country mechanisms for financial support. One would be to invite several of the relevant international donors and/or international NGOs to directly participate with financial support, particularly for technical training or organizational development since these are generally acknowledged needs. Alternatively, it may be possible to set up the project so that participating Tanzanian NGOs contribute an increasing share of the costs which they would leverage, with assistance from the project, from donors. This in itself would be a significant challenge.
- The potential exists for PVO-NGO/NRMS linkages to be formed with both Madagascar and Uganda. If Tanzania is selected as a focal country, this would be especially beneficial in the initial organizing and start-up phases of any NRMS-project activity. The Tanzanian NGOs could profit greatly from examples of how coordination and consortium building has taken place in the two focal countries in East Africa.

**Attachment A  
Contact List**

- **African Wildlife Foundation (AWF):** Nigel Leader-Williams; PO Box 48177, Nairobi (tel: 25593, in Dar es Salaam).
- **Arusha Diocesan Development Office (ADDO):** Father Benedict, director; Emanuel Youze, project manager; PO Box 3044 (tel: (257) 2410; fax: 8263).
- **Evangelical Lutheran Church of Tanzania (ELCT)/(KKKT):** Dennis Murnyak; PO Box 837, Dar (tel: 32151-4); PO Box 3033, Arusha (tel: 2088).
- **Journalism Environmental Association of Tanzania (JET):** Rose Kalemare, coordinator; Francis Nyange, assistant coordinator; PO Box 65466, Dar (tel: 29881/4).
- **Mali Hai Clubs of Tanzania (MTC):** Peter Otaru, director; PO Box 1541, Arusha.
- **Oxfam/UK/Ireland:** Alfred Sakafu, director; PO Box 6141, Arusha (tel: 3697/1697; fax: 7758; telex: 42126 CK TUL TZ).
- **Tanzania Council of Social Development (TACOSODE):** Theofrida Kapinga, executive secretary; PO Box 63196, Dar.
- **Tanzania Environmental Society (TESO):** Mr. Chomba, director; Robert Feruzi, advisor; PO Box 1372, Dar (tel: 28424/6).
- **Tanzania Non-Governmental Organizations (TANGO):** Joseph Angwazi, director; Khalid Mica, environment coordinator; PO Box 1372, Dar (tel: 35216).
- **Wildlife Conservation Society of Tanzania (WCST):** Paul Nyiti; E. Baker; PO Box 70919, Dar.
- **World Vision:** Bruce McConchie, field director; Alan Nswilla, program manager; PO Box 6070, Arusha (tel: 8850; fax: 8248; telex: 42078 WORVIS TZ).
- **World Wide Fund for Nature (WWF):** John Boshe; PO Box 63117, Dar (tel: 22664 23468; fax: 46232).

**Attachment B  
Donors**

- African Wildlife Fund (AWF)\*
- African Development Fund (ADF) (Arusha)
- African Development Bank (ADB)
- Canadian International Development Agency (CIDA)\*
- CEBEMO (Netherlands Catholic agency)
- Coalition for Environment and Development (CED) (Helsinki)\*
- Commonwealth Foundation\*
- Danish International Development Agency (DANIDA)\*
- European Economic Community (EEC)\*
- Finnish International Development Agency (FINNIDA)\*
- Food and Agriculture Organization of the United Nations
- Ford Foundation
- Frankfort Zoo\*
- Friends of Conservation\*
- Gesellschaft fuer Technische Zusammenarbeit (GTZ)\*
- International Union for Conservation of Nature (IUCN)\*
- International Labor Organization
- Norwegian Agency for Development (NORAD)\*
- Overseas Development Administration (ODA)\*
- Oxfam/UK/Ireland\*
- Swedish International Development Agency (SIDA)\*
- Swiss Development Corporation (SDC)
- United Nations Development Program (UNDP)
- United Nations High Commission for Refugees (UNHCR)
- United Nations Environment Program (UNEP)\*
- United Nations Sudan-Sahelian Office (UNSO)\*
- United States Agency for International Development Agency (USAID)\*
- Wildlife Protection Fund\*
- World Wide Fund for Nature (WWF)\*
- World Bank\*
- World Food Programme

\* Donors so noted are funding environmental or natural resource types of projects, primarily at the governmental and international NGO level and to a lesser extent through Tanzanian NGOs.

**Attachment C**  
**Contact List: Government of Tanzania Agencies**

**National Environmental Management Council (NEMC)**, Mr. Kamukala, director. (Formed as a Government Council connected to the Ministry of Tourism and Natural Resources, NEMC plays a coordinating role within the natural resources and environment sector. Mr. Kamukala believes there is a role for NGOs to work in natural resources management. He is planning for a NEMC sponsored meeting for NGOs to determine which NGOs are working in the sector, what types of activities and programs they are carrying out and what kind of assistance they need. He feels NGOs need to focus on concepts of sustainable development and developing strategies to expand their activities to achieve broader coverage. He regards JET as a major NGO in the environmental field, primarily because it had assisted NEMC publicize issues critical to NEMC and rally public support.)

**Community Forestry Section, Forestry Department, Ministry of Tourism and Natural Resources**, Mr. Matiko, head of Community Forestry; Mr. Yonazi, coordinator, Tanzania Forestry Action Plan (TFAP). (A major problem facing the Forestry Department is insufficient resources to address rapid deforestation. The TFAP calls for greater local participation in forest resource management and replenishment. NGOs could be a means to accomplish this. Department officials indicate that CONCERN and CARITAS are the best local NGOs working in the sector. Weaknesses cited for NGOs are technical capability and investigation and research capability.)

**Tanzania National Parks (TANAPA)**, Mr. Babu, director; Mr. Mwasaga, chief ecologist. (TANAPA does not have much experience working with indigenous NGOs, either in implementing its own projects, or indirectly with those working with international NGOs implementing projects, e.g., the Frankfort Zoo project in the Serengeti.)

## ANNEX 1

### **I. INTRODUCTION**

#### **1. Background to PVO-NGO/NRMS**

The PVO-NGO/NRMS project is a U.S. Agency for International Development (USAID)/Washington-funded project which has operated since September 1989. The first phase of the project was completed in September 1991. An extension was granted for the project to function through March 1993. Both phases were funded under the Natural Resources Management Support Project (698-0467).

The project is managed by a Management Consortium of US private voluntary organizations which includes World Learning Inc. (formerly the Experiment in International Living), CARE and World Wildlife Fund. The overriding objective of PVO-NGO/NRMS since its inception has been to strengthen the technical and institutional capacity of non-governmental organizations (NGOs) working in Africa in the field of natural resources management (NRM). The project has focused on provision of technical assistance, training support and information exchange as a means to accomplish this objective.

The project has targeted activities during this period in Cameroon, Madagascar, Mali and Uganda. In each country, a country working group (CWG) or country consortium was formed which set the agenda for what activities in NRM would be prioritized. A lead agency (CLA) was selected from within the CWG. In Madagascar and in Mali the CLA is a national NGO or consortium of national NGOs, while in Cameroon the CLA has been an international NGO, and in Uganda it has been a consortium of both national and international NGOs.

In all instances, the Management Consortium empowered the four CWGs and CLAs to take the lead in identifying what specific activities in NRM would be undertaken. The role of the Management Consortium and project staff has been to provide the technical and institutional support to the four CWGs and their respective CLAs so that they were empowered in fact, not just rhetorically.

In addition to the target or focal country programs, the project has supported a regional program which has undertaken a diverse range of activities including the following: (1) an international workshop on buffer zone management bringing together NGO, government and resource-user populations to jointly analyze three different buffer zone situations in Uganda; (2) an assessment of economic options to development in the Dzangha-Sangha Forest Reserve in the Central African Republic; (3) development of a methodology to assess the potential for natural regeneration on farmers' fields in the Sahel; (4) an assessment of NGO approaches to NRM in the pastoral sector in East and West Africa, with an international workshop on the subject held in February 1993; (5) a workshop on research center/NGO approaches to

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agricultural research held in Kenya for representatives from four African countries; (6) a participatory rural appraisal (PRA) workshop bringing NGO and government representatives from six African countries to Kenya; (7) an international workshop on NGO/community-based approaches to conservation in Southern Africa; (8) a workshop in Mali bringing together journalists from several Sahelian countries with Malian NGOs to develop ways to strengthen the interaction between the two to achieve production and dissemination of higher quality oral and written information on NRM to the Sahelian public; (9) presentation of the PVO-NGO/NRMS approach to NRM with NGOs in Africa at the Global Forum meetings coinciding with the Earth Summit in Rio de Janeiro; and (10) an assessment of NGO impact on natural resources policy at the government level in Kenya and Uganda.

Based on the 1992 external mid-term evaluation of the PVO-NGO/NRMS project, it appears as if PVO-NGO/NRMS has largely achieved its stated objectives. The primary questions confronting PVO-NGO/NRMS as of March 1993 are the following: (1) will financial sustainability for the four target country programs be secured in the coming months from respective USAID missions, through other donors, or via some combination thereof; and, (2) will the PVO-NGO/NRMS project succeed in obtaining additional funding to start new rounds of focal or target countries activities, maintain a strong regional program, and in so doing offer USAID or other donors with a proven model for working with NGO consortia in NRM in Africa or elsewhere in the world? A proposal to this effect has been submitted to USAID/Washington at the time of this writing.

## **2. Rationale for this Assessment**

The PVO-NGO/NRMS project incorporated a "pre-catalytic activities" or "new initiatives" fund into its activities during the one and a half year extension phase running from October 1991 through March 1993.

The purpose of the new initiatives fund was to lay the groundwork for countries in which the project could potentially focus activities during a Phase II. It was decided by the Management Consortium that the first major activity under new initiatives should be to undertake a rapid, albeit accurate and analytical, assessment of NGO situations in NRM in a number of African countries.

In addressing the issue of a multi-country assessment, the objective of the Management Consortium was to assess a broad sample of countries throughout Africa. Nations were selected to assure that a range of countries bearing different characteristics be assessed. These characteristics in the sample included both small and large countries, both land-locked and coastal or island countries, countries where USAID support for NRM is strong or conversely where it may be weak. Countries were selected where ongoing Management Consortium programs operate or where the Management Consortium has no presence at all and in countries where new opportunities for working with NGOs appear exciting and, finally, countries where the knowledge base on NGO activities in NRM is either strong or else very limited. In sum, countries were selected not only because they may have promise

in terms of future funding opportunities with USAID, but also because the exercise may highlight information which could prove useful for the NGO community in the particular country and for potential collaborating agencies from outside the country.

To arrive at a sample, the following procedure was followed. Each member of the Consortium – World Learning, CARE and WWF – all nominated three countries it wished to see assessed; USAID/Analysis, Research and Technical Support (ARTS)/Food, Agriculture and Resources Analysis (FARA) nominated three countries; the consortium associates to the PVO-NGO/NRMS project, comprised primarily of a group of PVOs and several private sector firms, nominated two countries, and finally the project director of PVO-NGO/NRMS nominated two countries. The project director and the Management Consortium assured that several lesser-known countries were assessed.

In selecting countries, the objective was to assure that many types of situations would be assessed. It was felt that a driving objective of the assessment should be to provide all interested parties to NGO activities in NRM in Africa with the opportunity to benefit from this assessment. Again, the assessment was meant to complement USAID's analytical agenda which seeks to determine how different policies and programs can positively impact on NRM activities in Africa.

The greatest constraint to the assessment was the amount of time which was available for each given country. So too, the necessity of receiving clearance from the USAID missions forced the elimination of several countries, including South Africa, Botswana and Angola.

In the process of countries falling out, several additional countries were added, including Togo, Congo and Mauritius. Togo was added because the Management Consortium felt it would be interesting to look at Togo and Benin together as a possible "NGO unit." Congo was added at the behest of USAID/Washington. Mauritius was added due to proximity to the Seychelles and complications surrounding a planned assessment in Namibia. This opened the opportunity to visit another unique, very small country.

Finally, because of perceived future potential opportunities, desk studies were undertaken for Namibia, Ethiopia and Eritrea, despite the fact that USAID mission clearance to undertake assessments in these countries was not obtained.

### **3. Overview of Results**

While the assessment was more cursory in several countries, key NGO issues in NRM along with a sense of the appropriateness of PVO-NGO/NRMS (or other similar capacity building projects) to operate in all of the countries has been obtained. Due to time constraints, in-depth information on NGO activities in NRM for several of the countries is lacking. While Namibia could unfortunately not be visited, available written documentation on NGO activity in Namibia is available. Discussions with people familiar with Namibia rounded out the picture to a degree.

Overall, countries were considered to be appropriate or inappropriate to work in on the basis of a number of criteria relating to:

- NGO experience in the country;
- enabling or disabling environment from a policy perspective;
- government and donor trends in NRM programming;
- USAID programming in NRM and potential support for a PVO-NGO/NRMS style project;
- NGO perceived needs;
- the feasibility of targeting NGOs for institutional strengthening;
- NGO technical capacity in NRM; and
- potential linkage with existing NRM networks.

In countries where USAID is unable or disinclined to provide support for a potential activity, the assessment still provides valid information for other interested actors. A number of the country assessments fall into this category.

Finally, because the country assessments were undertaken by six different consultants and because different countries offer such different situations, the assessments vary in terms of length and content. The assessment for Senegal for example is not comparable with that of Burundi, since so much more information on NGO activities is available for Senegal than for Burundi, and since donors have simply been far more active in NRM activities in Senegal than in Burundi. Differences between countries in the quantity and quality of information available on NGOs in NRM is most visible in the full length country assessments.

#### **4. Summary of Recommendations**

Recommendations are based on the criteria "bulleted" in Section 3 above. While the primary focus of the assessment has been to gauge the NGO/NRM situation and on that basis recommend where the PVO-NGO/NRMS project could consider working, the recommendations have been prepared with a wide readership in mind.

Recommendations are organized on a country by country basis, and are structured according to highlights coming out of the assessment criteria. Table 1, the NGO/NRMS Assessment Ratings, provides an overview of where a PVO-NGO/NRMS type activity is recommended on the basis of:

- objective NGO/NRM criteria independent of USAID interests, or
- USAID/ Washington or individual USAID mission interest.

The Overview of Findings Matrix provides in summary form an overview of the major findings.

## **II. OVERVIEW OF FINDINGS**

Results of the assessments found that there are many countries in Africa which could benefit from PVO-NGO/NRMS style activities, and in which such activities could be feasibly undertaken given NGO needs and the enabling environment. As might be expected, many opportunities and needs identified in one assessment resonate in one or more of the other country assessments. The Overview of Findings Matrix summarizes the findings.

This section of the executive summary highlights where opportunities to work with NGOs on NRM exist in the countries assessed. Emphasis in this section is not on whether USAID missions are or might be interested in this type of activity. It therefore is meant to be of use for any reader interested in the results of the NGO/NRM assessment. This section provides some of the rationale behind the NGO/NRM assessment ranking shown above.

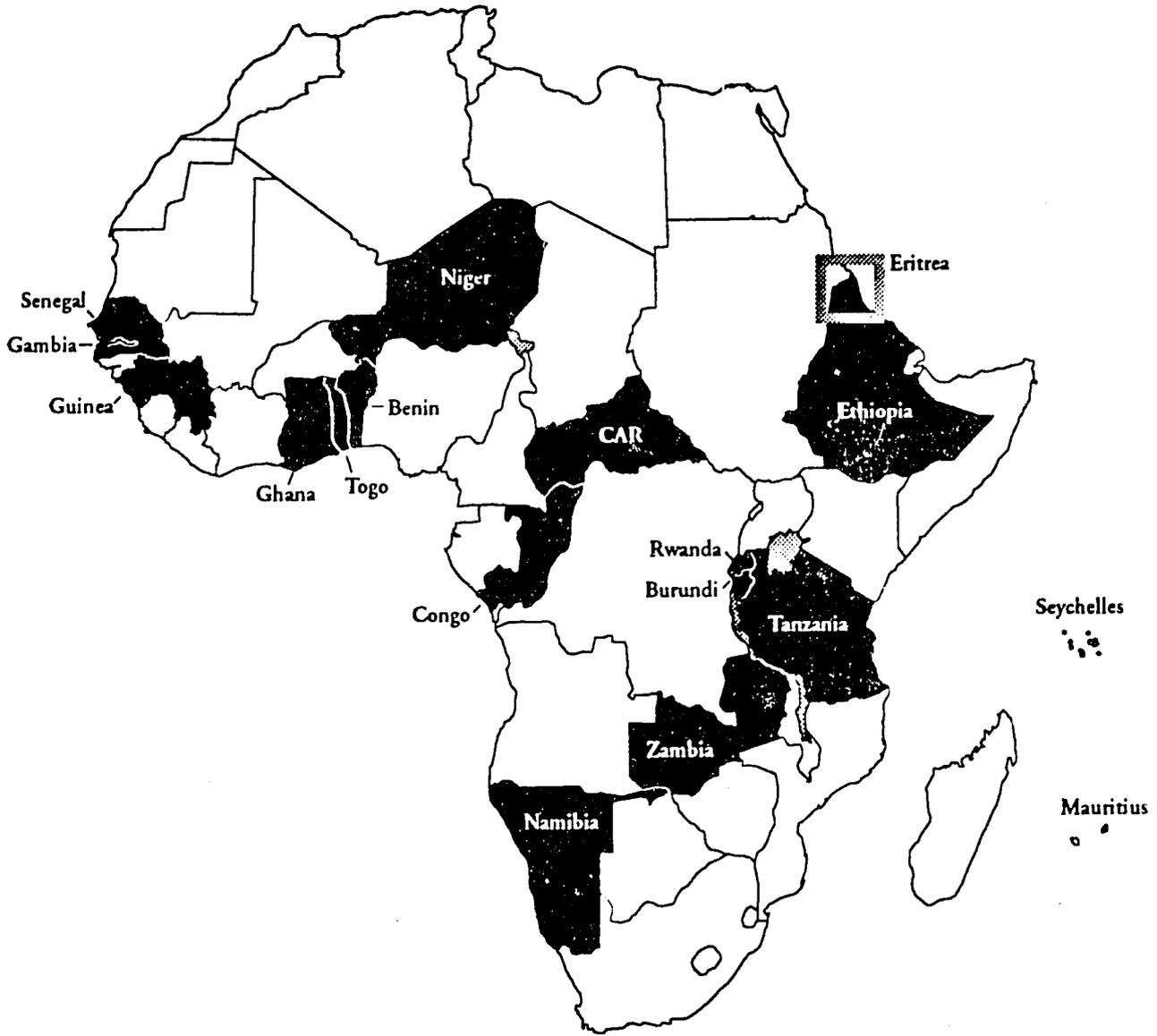
Countries assessed which offer strong opportunities for NGO work in NRM include the following: Benin, Congo, Ethiopia, the Gambia, Guinea, Mauritius, Namibia, Niger, Rwanda, Senegal, Seychelles and Tanzania.

Countries assessed which offer a fair opportunity include: Central African Republic, Eritrea, Ghana and Togo. "Fair opportunity" here means that while there is some in-country interest, the enabling environment may not be optimal, the NGO community may be too disorganized and/or preoccupied in other sectors, or there may simply be too much political instability for the time being in the country.

Countries with slight opportunity include Burundi and Zambia. "Slight opportunity" refers here to the NGO community being highly limited, their interest in NRM being slight, and for the enabling environment not necessarily being as optimal as it could be.

While the specific reasons differ country by country, the over-arching reason for a "strong" assessment rating in these countries relates to: (1) the self-perceived needs of the NGO community and expressed desire to become involved in an activity like this; (2) the objectively perceived opportunity for a consortium-building project focusing on capacity building to strengthen NGO skills; (3) the enabling environment, specifically government attitudes toward the activity; and, (4) NGO experience in NRM activities (or desire to become more involved).

The ranking involves more than a degree of subjectivity. The ratings do, however, reflect the tenor and recommendations of each of the assessments.



The African Continent

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Table 1 NGO/NRMS Assessment Ratings

Countries Assessed	Perceived NRM Opportunity <sup>(1)</sup>	AID Interest <sup>(8)</sup>
Benin	1	1
Burundi	3	3
Central African Republic	2	4
Congo	1	2
Eritrea <sup>(2)</sup>	2	—
Ethiopia <sup>(2)</sup>	1	2
Gambia	1	1
Ghana	2	2
Guinea	1	1/a <sup>(3)</sup>
Mauritius	1	4/p <sup>(4)</sup>
Namibia <sup>(2)</sup>	1	3/b <sup>(5)</sup>
Niger <sup>(6)</sup>	1 <sup>(7)</sup>	1/b <sup>(5)</sup>
Rwanda	1	3
Senegal	1	1-2/a <sup>(9)</sup>
Seychelles	1	4
Tanzania	1	2
Togo	2	3
Zambia	3	3

Key: 1 = Strong; 2 = Fair; 3 = Slight; 4 = None; a = conditional; b = uncertain; p = probable

(1) Perceived NRM opportunity refers to the perception of PVO-NGO/NRMS based on assessment that an opportunity does or does not exist independent of USAID interest.

(2) Desk study only.

(3) Based on information from USAID/Guinea.

(4) Based on presumed USAID interest given current programming trends.

(5) USAID interest either not explored or uncertain.

(6) Based on PVO-NGO/NRMS assessment undertaken in Niger in 1990.

(7) Based primarily on 1990 assessment of opportunity.

(8) Refers to USAID Mission's interest in the respective country.

(9) Based on information from USAID/Senegal.

## Overview of Findings Matrix

COUNTRY	NGO EXPERIENCE	ENABLING ENVIRONMENT	GOVERNMENT/DONOR TRENDS	NGO NEEDS	FEASIBILITY
Benin	<ul style="list-style-type: none"> <li>Recent burgeoning</li> <li>Weak skills generally</li> </ul>	<ul style="list-style-type: none"> <li>Encouraging</li> </ul>	<ul style="list-style-type: none"> <li>Decentralization through NEAP</li> <li>UNDP's Africa 2000</li> <li>USAID focus on health, education, socio-economic services, with potential NRM interest as "target of opportunity"</li> </ul>	<ul style="list-style-type: none"> <li>Across-the-board technically and institutionally</li> </ul>	<ul style="list-style-type: none"> <li>Excellent overall</li> <li>Potential constraint for USAID mission due to NRM as "target of opportunity" vs. focus</li> </ul>
Durundi	<ul style="list-style-type: none"> <li>Very limited</li> </ul>	<ul style="list-style-type: none"> <li>Becoming more conducive</li> <li>NGO status still somewhat confused</li> </ul>	<ul style="list-style-type: none"> <li>Decentralization policy</li> <li>Forthcoming NEAP and Africa 2000</li> <li>National environmental education plan through Peace Corps.</li> <li>NRM is no longer a USAID focal area</li> </ul>	<ul style="list-style-type: none"> <li>Across-the-board technically and institutionally</li> </ul>	<ul style="list-style-type: none"> <li>Premature for focal country program given limited NGO community and Africa 2000 project</li> <li>Bring into regional program activities</li> </ul>
Central African Republic	<ul style="list-style-type: none"> <li>Few NGOs</li> <li>Thin line between NGOs and government</li> <li>Overall somewhat weak relative to other countries</li> </ul>	<ul style="list-style-type: none"> <li>Ambiguous in current political and economic environment</li> </ul>	<ul style="list-style-type: none"> <li>Generally ambiguous pending elections</li> <li>Major EEC NRM initiative for April 1993</li> <li>Major WWF ICDP activity ongoing in southwest (Dzangha-Sangha)</li> <li>Low USAID priority in NRM</li> </ul>	<ul style="list-style-type: none"> <li>Networking across regions</li> <li>Across-the-board technically and institutionally</li> </ul>	<ul style="list-style-type: none"> <li>Premature for focal country program</li> <li>Potential to bring into regional program activities</li> </ul>
Congo	<ul style="list-style-type: none"> <li>Most are bureaucratic creations</li> <li>Few national NGOs servicing communities</li> </ul>	<ul style="list-style-type: none"> <li>Significant structural adjustment program theoretically providing strong NGO opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Significant interest</li> <li>Little programmed for local NGOs</li> <li>USAID "small country program" managed from USAID/W has environmental focus</li> </ul>	<ul style="list-style-type: none"> <li>Across-the-board technically and institutionally</li> </ul>	<ul style="list-style-type: none"> <li>Very good</li> </ul>
Eritrea	<ul style="list-style-type: none"> <li>Embryonic after 30 years of war</li> </ul>	<ul style="list-style-type: none"> <li>Strong provisional government role</li> <li>"Planned obsolescence" is objective for international NGOs from government perspective</li> </ul>	<ul style="list-style-type: none"> <li>Department of Agriculture involved in NRM training for NGOs</li> <li>EAP planned</li> <li>Potential UNDP role</li> <li>USAID discussions with PGE not yet finalized</li> </ul>	<ul style="list-style-type: none"> <li>Across-the-board technically and institutionally</li> </ul>	<ul style="list-style-type: none"> <li>Premature for focal country</li> <li>Potential to bring into regional program</li> </ul>
Ethiopia	<ul style="list-style-type: none"> <li>Over 75 NGOs with 80% of these international</li> <li>Strong experience in famine relief</li> </ul>	<ul style="list-style-type: none"> <li>Strong government respect for NGOs</li> <li>Government accepting role for national NGOs in evolving pluralism and decentralization</li> <li>Supportive of skill transfer program</li> <li>Strong donor support as long as national reconciliation continues</li> </ul>	<ul style="list-style-type: none"> <li>New government ministry for NRM</li> <li>World Bank financing for forestry Action Plan</li> <li>Reconstitution of national parks planned</li> <li>UNDP, IUCN, UNSO, WFP, NORAD, SIDA, UNICEF, USAID are all active</li> <li>USAID interest is function of how food security could be enhanced</li> </ul>	<ul style="list-style-type: none"> <li>NGOs must shift programming from relief to development</li> <li>Limited financial resources for national NGOs</li> </ul>	<ul style="list-style-type: none"> <li>Potential for becoming a focal country</li> </ul>

Overview of Findings Matrix (continued)

COUNTRY	NGO EXPERIENCE	ENABLING ENVIRONMENT	GOVERNMENT/DONOR TRENDS	NGO NEEDS	FEASIBILITY
Gambia	<ul style="list-style-type: none"> <li>Limited national experience in NRM</li> <li>Several strong donor-sponsored NRM programs</li> <li>Multitude of new NGOs</li> </ul>	<ul style="list-style-type: none"> <li>Positive</li> <li>Strong state support</li> <li>Government playing increasing coordination role</li> <li>Policy constraints addressed in EAP</li> </ul>	<ul style="list-style-type: none"> <li>Promotion of participatory planning and implementation</li> <li>USAID supports legislative reforms to enable greater local NRM</li> <li>UNSO supports EAP</li> <li>UNDP supports NGO umbrella organization (TANGO)</li> <li>GTZ works in BZM</li> </ul>	<ul style="list-style-type: none"> <li>Across-the-board technically and institutionally</li> </ul>	<ul style="list-style-type: none"> <li>Good potential</li> <li>Need to work fit with evolving USAID NRM portfolio to be feasible</li> </ul>
Ghana	<ul style="list-style-type: none"> <li>Characterized by small community-based groups working largely in isolation</li> <li>Two umbrella groups exist: NENGO for environment and GAPVOD for development NGO work</li> </ul>	<ul style="list-style-type: none"> <li>Welcoming</li> <li>Serious decentralization effort through NEAP</li> <li>Government support for NGO promotion</li> </ul>	<ul style="list-style-type: none"> <li>Support for pilot village land management through World Bank project</li> <li>Dynamic African 2000 program</li> <li>UNDP support to GAPVOD</li> <li>AID support for non-traditional export crops</li> </ul>	<ul style="list-style-type: none"> <li>Information sharing and across-the-board technical and institutional assistance</li> </ul>	<ul style="list-style-type: none"> <li>Potentially feasible but perhaps premature given ongoing activities and apparent NGO community's internal strains</li> </ul>
Guinea	<ul style="list-style-type: none"> <li>Recently burgeoning</li> <li>Few of the 200 plus actually operational</li> </ul>	<ul style="list-style-type: none"> <li>Government decentralization encouraging NGOs</li> <li>Attempt to inject rigor between NGO categories: associations, service organizations, professional groups, etc.</li> </ul>	<ul style="list-style-type: none"> <li>EAP in preparation</li> <li>USAID major watershed management activities in Fouta Djallon</li> <li>World Bank, UNDP, FAO, EEC, UNESCO are all active in agricultural sector activities and some biodiversity work</li> </ul>	<ul style="list-style-type: none"> <li>Across-the-board technically and institutionally</li> <li>Inter-NGO coordination</li> </ul>	<ul style="list-style-type: none"> <li>Good potential</li> <li>High demand for assistance could be challenging in service delivery</li> </ul>
Mauritius	<ul style="list-style-type: none"> <li>Small but talented in environmental sector</li> <li>Large in social services with MACOSS umbrella organization</li> </ul>	<ul style="list-style-type: none"> <li>Functioning democratic parliamentary system in country makes it unique in region</li> <li>Government reportedly hopes NGOs become strong implementors as well as excellent advocates</li> </ul>	<ul style="list-style-type: none"> <li>Limited in environmental sector</li> <li>Government would like to develop larger portfolio post-UNCED</li> <li>USAID has no NRM program and none envisioned</li> </ul>	<ul style="list-style-type: none"> <li>Attaining technical competence in project implementation</li> <li>Professionalizing staff</li> <li>Coordination</li> </ul>	<ul style="list-style-type: none"> <li>Excellent on regional basis</li> <li>Focal country program could be constrained by NGO staff/infrastructure constraints</li> <li>"Middle income" status constrains donors in NRM</li> </ul>
Namibia	<ul style="list-style-type: none"> <li>125 NGOs</li> <li>Weak grassroots organizations</li> <li>A number of strong national NGOs</li> </ul>	<ul style="list-style-type: none"> <li>As yet no intermediate government structures exist creating intersecting opportunity/constraint</li> <li>Scant extension capacity</li> <li>Land tenure remains potential constraint to community-based NRM</li> <li>No NGO legislation</li> </ul>	<ul style="list-style-type: none"> <li>USAID's LIFE project targets NRM in Caprivi and Bushmanland</li> <li>READ will promote socio-economic development through community-based organizations</li> </ul>	<ul style="list-style-type: none"> <li>Weak infrastructure and management systems</li> <li>Across-the-board technical and institutional strengthening</li> </ul>	<ul style="list-style-type: none"> <li>Good if USAID recognizes the potential complementarity between LIFE, READ, and PVO-NGO/NRMS</li> <li>Danger of NGO community becoming overextended</li> </ul>

Overview of Findings Matrix (continued)

COUNTRY	NGO EXPERIENCE	ENABLING ENVIRONMENT	GOVERNMENT/DONOR TRENDS	NGO NEEDS	FEASIBILITY
<b>Niger</b>	<ul style="list-style-type: none"> <li>• Many international NGOs</li> <li>• Few national NGOs</li> <li>• Fairly un-developed NGO umbrella organization compared with others in Sahel (GAP)</li> </ul>	<ul style="list-style-type: none"> <li>• Improving as of 1990 vis à vis government</li> <li>• Constrained by overall economic crisis in country</li> </ul>	<ul style="list-style-type: none"> <li>• Government seeks to amend existing texts to facilitate NGO work</li> <li>• Both government and donors try to amend Rural Code and resolve land tenure issues to promote greater community participation in NRM</li> </ul>	<ul style="list-style-type: none"> <li>• Clarified legal status</li> <li>• Increased flexibility to work at community level</li> <li>• Across-the-board technical and institutional strengthening</li> </ul>	<ul style="list-style-type: none"> <li>• Potentially good if government supportive</li> <li>• Improving as GAP</li> </ul>
<b>Rwanda</b>	<ul style="list-style-type: none"> <li>• Considerable in agriculture and natural resources sector</li> <li>• Wide variety of in-country training services</li> </ul>	<ul style="list-style-type: none"> <li>• Positive policy environment</li> <li>• High percentage of country under protected area status</li> <li>• Highly participatory NEAP with government/NGO collaboration</li> <li>• Civil strife still unsettling</li> </ul>	<ul style="list-style-type: none"> <li>• Government support of private sector NRM initiatives</li> <li>• Continued European donor support of tree planting/community woodlot projects</li> <li>• USAID shift in portfolio away from NRM as key focal activity to "target of opportunity"</li> </ul>	<ul style="list-style-type: none"> <li>• NRM technical skill areas</li> <li>• PRA</li> <li>• Information exchange with communities in other countries</li> </ul>	<ul style="list-style-type: none"> <li>• Some potential through USAID PVO project</li> <li>• Limited as stand-alone activity</li> <li>• Civil strife problematic</li> </ul>
<b>Senegal</b>	<ul style="list-style-type: none"> <li>• Considerable since 1970s</li> <li>• Reasonable technical strength in forestry-related activities</li> <li>• Well known NGO umbrella organization (CON-GAD) covering many sectors</li> </ul>	<ul style="list-style-type: none"> <li>• Government push to decentralization could favor NGOs</li> <li>• Good potential for collaboration with USAID's PVO Strengthening project and Africa 2000</li> <li>• Relative sophistication of Senegalese NGOs in donor dealings</li> </ul>	<ul style="list-style-type: none"> <li>• Much NRM activity on policy and field level</li> <li>• With decentralization, support of grassroots participatory methodologies</li> <li>• USAID bolstering linkage between agricultural research and NGOs to influence community adoption of improved NR-based technologies</li> </ul>	<ul style="list-style-type: none"> <li>• Greater coordination on environmental issues</li> <li>• Project design and implementation skills</li> <li>• Strengthened extension capacity of NRM technologies</li> </ul>	<ul style="list-style-type: none"> <li>• Good potential as complement to USAID and Africa 2000 activities if USAID perceived interest</li> <li>• Excellent potential as non-focal country through regional program</li> </ul>
<b>Seychelles</b>	<ul style="list-style-type: none"> <li>• Few NGOs until recently, most operate ad hoc</li> <li>• Nucleus of international conservation NGOs with local affiliates</li> <li>• New NGO environmental lobby</li> <li>• LUNGOS umbrella organization still weak</li> </ul>	<ul style="list-style-type: none"> <li>• Democratization processes permitting greater role for NGOs</li> <li>• Government more supportive of NGOs</li> </ul>	<ul style="list-style-type: none"> <li>• No discernible trend</li> <li>• World Bank/UNEP environmental management plan completed</li> <li>• No USAID support for NRM</li> <li>• Government open to NRM/environmental projects</li> <li>• Particularly supportive of protected areas</li> </ul>	<ul style="list-style-type: none"> <li>• Financial support to develop NGO infrastructure</li> <li>• Project design and implementation skills</li> <li>• Sharpened awareness raising/negotiation skills</li> <li>• Some EIA/integrating conservation with development skills</li> </ul>	<ul style="list-style-type: none"> <li>• Excellent for a donor willing to support an NGO program in a "middle income country"</li> <li>• Good for PVO-NGO/NRMS if linked to other Indian Ocean countries</li> </ul>
<b>Tanzania</b>	<ul style="list-style-type: none"> <li>• Of 400 registered NGOs most in welfare and relief</li> <li>• Most institutionally weak</li> <li>• Limited technical capability</li> </ul>	<ul style="list-style-type: none"> <li>• Supportive of democratic processes</li> <li>• Government anticipates much NGO participation in development broadly, and forestry activities in particular</li> </ul>	<ul style="list-style-type: none"> <li>• Canada, Sweden, Norway, U.K., and World Bank have broad NRM portfolios</li> <li>• NRM is not an USAID focus</li> </ul>	<ul style="list-style-type: none"> <li>• Across-the-board technical and institutional strengthening</li> </ul>	<ul style="list-style-type: none"> <li>• Good if centrally-funded</li> <li>• Potential through other donors</li> </ul>