

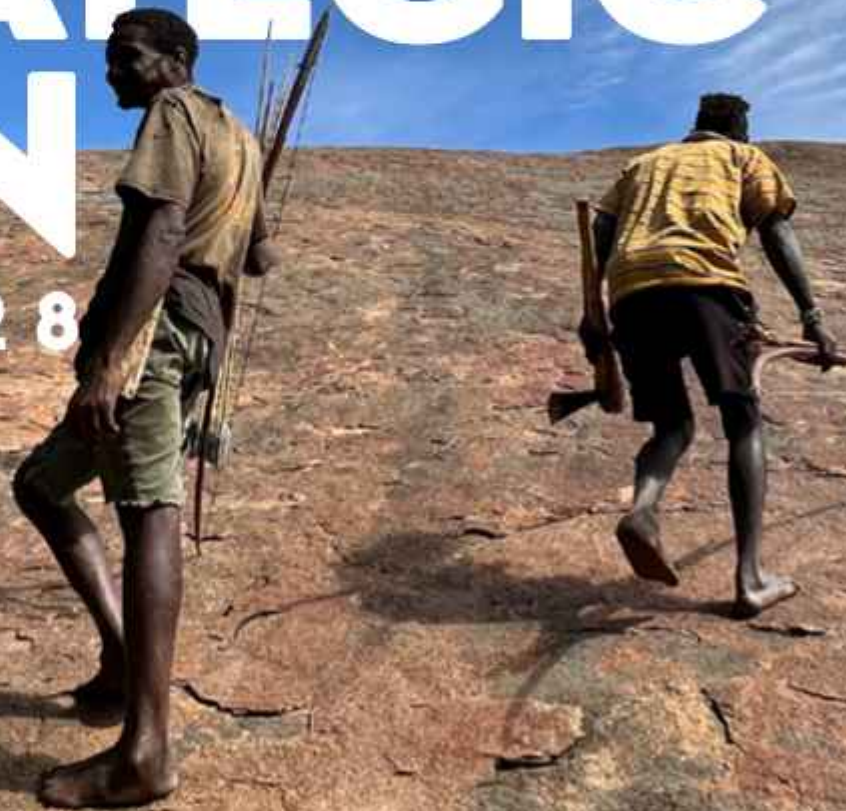


Ujamaa  
Community  
Resource  
Team

EMPOWERMENT JUSTICE STEWARDSHIP

# STRATEGIC PLAN

2024-2028







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# LETTER FROM THE DIRECTOR



THE STATE OF LAND AND NATURAL RESOURCES FOR LOCAL COMMUNITIES GLOBALLY VARIES WIDELY, WITH MANY FACING CHALLENGES SUCH AS LAND GRABBING, INADEQUATE LAND RIGHTS, RESOURCE DEGRADATION, FORTRESS CONSERVATION, AND DISPLACEMENT DUE TO DEVELOPMENT.

In Tanzania, similar issues persist, particularly affecting indigenous and rural communities. Land conflicts, insufficient legal protections, and competing interests often threaten the traditional land use and livelihoods of these communities. Despite some positive efforts to secure land rights and promote sustainable resource management, ongoing influence on policy reforms is needed to ensure equitable access, effective governance, and protection of local communities' land and natural resources in Tanzania, and beyond. UCRT tries to address these issues through six main goals under its 5-year strategic plan.

I am pleased to present this executive summary of UCRT's 2024 to 2028 strategic plan. This is based on the goals and objectives that the

Ujamaa Community Resource Team (UCRT) aims to accomplish over the next five years in northern Tanzania. These goals underscore our commitment to securing the land rights of indigenous communities, fostering effective and accountable governance, strengthening sustainable resource management, promoting nature-based livelihoods, enhancing social and economic empowerment, and improving the policy environment. Through these interconnected goals, UCRT strives to empower communities to thrive while conserving their natural resources and cultural heritage. Our first goal is to secure the land and resource rights of indigenous communities. By facilitating the issuance of Certificates of Village Land (CVLs) and Certificates of Customary Right of Occupancy (CCROs), we seek to empower

communities to access, control, and manage their environments sustainably. This endeavor aims to mitigate internal and external pressures that threaten communal land tenure, fragment customary practices, and exacerbate conflicts. We aim to strengthen existing communal land under the community land tenure system, thereby preserving cultural practices and livelihoods.

In pursuit of effective resource management, UCRT acknowledges the importance of accountable governance institutions. We recognize that securing land is just the beginning; strong, transparent, and equitable institutions are essential for sustainable natural resource management. We are committed to enhancing local participation in governance, promoting the integration of customary practices with formal systems, and advocating for coordinated laws that support these institutions. By empowering local communities to make collective decisions and enforce rules, we aim to achieve fair and accountable governance.

To ensure the longevity of natural resources, UCRT will focus on building community capacity for sustainable resource management. By promoting sustainable rangeland management, ensuring connectivity for migratory livestock and wildlife, and integrating scientific knowledge with traditional approaches, we aim to create healthier rangelands that benefit both communities and wildlife. Our efforts will enable communities to effectively manage resources and adapt to climate change.

Through strategic partnerships and nature-based enterprise development, UCRT will empower communities to benefit from well-managed land and resources. By engaging in eco-tourism, carbon projects, and other sustainable enterprises, communities can become custodians of their environment while reducing poverty. We are also committed to supporting livestock-related initiatives and improving financial skills, ensuring communities can effectively manage and negotiate deals that enhance their economic prospects.

We understand that equitable engagement is pivotal to effective resource management. UCRT is dedicated to empowering marginalized groups, promoting gender equity, and enhancing the social and economic status of women, youth, and other underserved communities. Through Women Rights and Leadership Forums (WRLFs), we aim to create a platform for social influence, economic empowerment, and skill-building. This inclusive approach strengthens community-based institutions and promotes fair resource governance.

Recognizing the impact of policy on community resource management, UCRT will engage in policy dialogue to shape supportive conditions for sustainable practices. We will empower communities to voice out their rights and work with partner networks to represent their voices on broader policy issues. Our efforts include addressing long-running conflicts, support for policy changes, and ensuring community land remains secure.

In summary, UCRT is committed to working closely with partners, government, and communities to achieve these goals over the next five years. By securing land rights, fostering accountable governance, strengthening resource management, promoting nature-based livelihoods, empowering marginalized groups, and advocating for favorable policies, we aim to create lasting positive impacts on the lives of indigenous communities in northern Tanzania.

Thank you for your continued support and look forward to walking with you through our 5-year strategic plan.

Sincerely,

A handwritten signature in black ink that reads "Eulalia".

**PAINE EULALIA MAKO,**  
Director,  
Ujamaa Community Resource Team (UCRT)





# INTRODUCTION

## SECURING LAND, RIGHTS, AND RESOURCES FOR INDIGENOUS GROUPS IN NORTHERN TANZANIA

The Ujamaa Community Resource Team (UCRT) was established in 1998 to support indigenous pastoralist, agro-pastoralist, and hunter-gatherer communities to protect their land. Land is central to the identity of indigenous people, and these local groups include the Maasai, Barabaig, Akie, Sonjo, and Hadzabe, and their livelihoods all depend on access to common land and communal resource management regimes. For these communities in northern Tanzania's arid and semi-arid areas, the connection between land and culture is closely intertwined. It is integral for local customs and practices such as grazing livestock, rituals, and rites of passage into adulthood. Secure land is the foundation for life and freedom, and maintaining connection to land and its resources, and ensuring mobility within these rangelands is critical for these ways of being. To support these communities, UCRT strengthens their capacity to secure legal land rights, establish plans and local institutions for land and natural resource governance, and derive benefits from their natural resources.

This work is a response to several threats facing these communities. Land and resource alienation, along with increasing environmental degradation due to human-led activities, creates further insecurity for these natural resource-dependent livelihood systems. There is growing competition over land and resources, growing resource scarcity, and increasingly unpredictable rainfall, which all shape community and village-level dynamics around natural resource use and governance. For many of these communities in the northern rangelands, food insecurity for several months every year



is common as agricultural encroachment and progressive settlement expansion fragment and compress available grazing land and forest.

While these communities are resilient and have weathered adversity, disease, and drought, the most serious threats over the past 75 years come from conservation laws and foreign investment. Adding to ongoing conservation pressures, powerful actors and laws passed by the Tanzanian government favoring investors have pitted indigenous land rights against tourism and conservation. Weak policies, contradictory land laws, and a lack of equitable representation in modern Tanzania, all exacerbate conflicts across these rangelands. The resulting displacement and dispossession threaten the survival of these communities and erode traditional ways of life, leading to intimidation, loss of livelihoods, starvation, and violent evictions.

To engage these challenges, UCRT developed a unique model for Indigenous-led conservation. Commonly known as the "Ujamaa model," this approach strengthens community land rights and helps secure communal lands through formal tenure mechanisms. At the core of this is a communal land title deed known as a 'Communal Certificate of Customary Right of Occupancy' (CCRO). Through this innovative communal tenure mechanism developed in 2011,

UCRT has helped communities across northern Tanzania secure approximately 1.5 million hectares of land, in the process securing habitat and increasing connectivity for wildlife beyond protected areas. With many different private and public actors across Tanzania practicing customary communal land tenure systems, the impact of CCROs is extensive, and in Tanzania as a whole, more than 1.7 million hectares of land have been secured in 73 communities through CCROs.

In addition to CCROs, UCRT strengthens local mechanisms for natural resource management and decision-making through other legal and governance tools. These include Certificates of Village Land (CVL), Participatory Village Land Use Plans (PVLUPs), Joint Village Land Use Plans (JVLUPs), Integrated Rangeland Management Plans, and Village Natural Resource Governing By-laws.<sup>1</sup>

These tools play a critical role in enabling self-determination and control of the natural resources. UCRT has facilitated 69 CVLs, equipping communities with the legal foundation for security over their village lands and enabling coordinated land use planning at the village scale. By using PVLUPs and JVLUPs, UCRT has encouraged villages with shared resources to manage resources jointly, and shared grazing

plans have supported landscape connectivity and animal mobility across boundaries. Overall, UCRT has helped secure more than 3 million hectares of land that is now managed under village bylaws. These achievements in tenure security represent over half of UCRT's goals for community-connected land in northern Tanzania.

In addition to securing rights to resources and land, UCRT believes it is important to strengthen the capacity of communities to defend such rights against more powerful interests. Recognizing that the cause of many land and resource tenure conflicts lies beyond the community level, often at the national levels of policy making and international investments, it has become increasingly important to build multi-scalar collaborations, raise public awareness about the issues, and provide a platform and voice for the work being done by indigenous communities. This increase in awareness and voice is a critical outcome of all of our work, seen in areas such as Yaeda Valley and Simanjiro today.

Over the past 25 years, we have laid strong foundations, strengthened our track record, and iterated our work to support the changing context and livelihoods of indigenous communities in northern Tanzania. We are now a team of 35 people, nearly all coming from the communities where we work, and supporting over 127 communities in 10 districts

across northern Tanzania. We have been recognized internationally as a leader in indigenous and community land rights in Africa and in approaches that reconcile natural resource management and conservation with community interests and human rights. Our work has also enabled communities to capture benefits from natural resources and lands established for communal uses, such as through community tourism ventures, forest protection, and carbon projects, where wildlife and other natural resources can provide a major source of collective income. As benefits of carbon trading have reached new records for Hadzabe communities, for example, we are focusing on building community capacity, so this revenue is fairly distributed and managed effectively.

Although issues related to land alienation, climate change, and environmental degradation in Tanzania are intensifying, so is the momentum and investment in indigenous and community land rights. UCRT's work sits at the juncture of these many threats and opportunities. We do not intend to start doing anything new, but rather to continue supporting communities to pursue their livelihood strategies without fear of other powerful actors. Led by the communities we serve, we have an important role to play in challenging the mainstream conservation story in Tanzania.

<sup>1</sup> Referring to Tanzania's land laws, including the two acts 'the Land Act of 1999' and the 'Village Land Act of 1999', both enacted in 2001.

**COMMUNITY CCROS ARE UNIQUE IN THAT THEY "ALLOW ENTIRE COMMUNITIES TO SECURE INDIVISIBLE RIGHTS OVER THEIR CUSTOMARY LANDS AND MANAGE THOSE TERRITORIES THROUGH BYLAWS AND MANAGEMENT PLANS. BY FORMALIZING COMMUNITIES' LAND HOLDINGS AND PROVIDING LEGAL DOCUMENTATION, CCROS HELP THEM PROTECT THEIR LAND RIGHTS AND ENSURE THE ENVIRONMENTAL STEWARDSHIP OF THEIR TERRITORY FOR FUTURE GENERATIONS." ~ EDWARD LOURE**





## CCROS AND LAND USE PLANS

### WHAT IS A COMMUNAL CCRO?

A communal Certificate of Customary Right of Occupancy is a legal instrument securing community rights over land. Tanzanian law provides two basic frameworks for individuals and groups to secure land tenure. The first is a statutory or Granted Right of Occupancy, which the Land Act defines as 'General Lands'. The second is the Customary Rights of Occupancy, which are rights exercised through traditional organs of local administration (such as Village Councils and Village Assemblies) to manage customary lands (also known as 'Village Lands'). This is backed by the Village Land Law 5. of 1999. Village Lands held through customary rights of occupancy may be apportioned to individuals or groups through Certificates of Customary Rights of Occupancy (CCROs), which formalizes their land rights. The major advantage of the group CCRO is that it serves as a customary group 'title' to a defined communal land area, which makes it a stronger and less easily subdividable tenure instrument.

### WHAT IS A CVL?

Boundaries of village lands are documented through Certificates of Village Lands, issued by the Ministry of Lands. They provide clarity and documentation on the area of land classified as Village Land and under the management of a given Village Council and Village Assembly, and help prevent encroachment and alienation.

### HOW DOES A CCRO PREVENT THE SALE OR ALIENATION OF LAND?

It is highly unlikely for land secured under a communal CCRO to be traded and sold, as such transactions can only occur if the entire group is in agreement. Individuals selected as trustees of a CCRO on behalf of others do not have any legal rights to deal with land against the wishes of the entire group. Therefore, the collective nature of the innovative communal CCRO mechanism makes it very difficult to subdivide, providing an additional layer of tenure security to Certificates of Village Lands or Land Use Plans.

### CAN A CCRO BE DISSOLVED?

Just like a Granted Right of Occupancy can be dissolved through Presidential Order, a CCRO can also be changed and converted into any land category. Despite their legitimacy and enshrinement in the legal system, they can be overruled by State Executive powers. Moreover, each certificate of land ownership is usually issued with conditions, and if any of the conditions are violated this forms the basis for any certificate to be dissolved or revoked by the relevant authorities.

### CAN LAND BE USED FOR A DIFFERENT PURPOSE ONCE A CCRO IS GRANTED?

No. Like any land certificate, land granted as a group CCRO must adhere to the conditions of that certificate, including for specific land uses. For example, land issued under communal 'grazing' land cannot be used for agricultural purposes without seeking approval from relevant authorities for a new or amended CCRO.

### WHAT TIME PERIOD IS A CCRO GRANTED FOR?

CCROs are often granted for life, which is one of its greatest advantages in comparison to other land tenure mechanisms.

### PARTICIPATORY VILLAGE LAND USE PLANS (PVLUPS)

Are land use agreements that enable village members to be fully involved in facilitating their own planning processes, with the participation of different groups within the village and different views and interests to be taken into account at the local level. A priority for the process is to engage directly with as many as possible individual village members in land use planning.

### JOINT VILLAGE LAND USE PLANS (JVLUPS)

Are agreements between villages in different jurisdictions on the shared use of their collective land, used by both villages. These plans are critical for managing communal land, resulting in the protection of rangelands for pastoralist and hunter-gatherer livelihoods. They are obtained through the development of Memorandums of Understandings (MOU) signed by adjacent villages sharing the rangeland, agreeing to facilitate animal mobility across their boundaries.

### VILLAGE BY-LAWS

Are regulations giving land use plans a legal basis for enforcement. They are a central component of the participatory land use planning process.

### IMPORTANCE OF GAZETEMENT.

Gazetement is the official government publication of the land status (e.g. land demarcated as a 'communal CCRO'). It provides legal recognition of land use planning tools, increasing protection against encroachment and securing connectivity of grazing land.



# OUR JOURNEY

## UCRT'S MILESTONES

UCRT HAS EVOLVED AND GROWN TO MEET THE NEEDS OF THE COMMUNITIES WE WORK WITH IN THE CHANGING CONTEXT OF NORTHERN TANZANIA. OUR JOURNEY IS MARKED WITH SOME KEY MILESTONES:

1998

- ② **UCRT was founded and established in 1998.** First known as the Tazama-Community Resources Team<sup>2</sup>, UCRT emerged as one of the first community-based organizations working on land rights and natural resource issues in northern Tanzania, with an initial focus on supporting communities to secure and manage their communal lands through land use plans and village by-laws.

### 1998 - 2004

- ② **UCRT continued to strengthen local institutions.** UCRT's work focused on using Tanzania's legal framework to enable communities to develop land-use plans and enforcement mechanisms in the form of village by-laws. These village-based land and natural resource management tools help reconcile competing land uses and safeguard key communal resources such as grazing areas.

### 2005 - 2010

- ② **Expanded geographic reach.** UCRT expanded the geographic reach of land-use planning and by-laws to support communities in securing their village lands and resources by obtaining Certificates of Village Land (CVL). These documented and formalized the boundaries of village lands. We began strengthening community-based leadership structures and helped communities to start catalyzing benefits from ecotourism.

### 2008

- ② **UCRT received the Equator Prize.** In recognition of our contribution to community livelihoods through its integrated conservation development approach in Tanzania, UCRT was awarded the prestigious Equator Prize by the United Nations Development Program.

### 2011

- ② **UCRT developed and piloted the 'CCRO', a collective land tenure mechanism.** UCRT established and strengthened tenure arrangements beyond CVLs, pioneering a new approach using communal Certificates of Customary Right of Occupancy (CCROs). The group Certificate of Customary Right of Occupancy (CCRO) was developed in the Yaeda Valley as a stronger tenure security tool to respond to the illegal conversion of forests into farmlands.
- ② **Doubled the amount of land protected through national gazettelement.** Gazettelement was critical for recognizing and institutionalizing the collective tenure arrangements of pastoralists and hunter-gatherers, providing national legal recognition for the protection of community land.

### 2016

- ② **Goldman Environmental Prize.** 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 honoring grassroots environmental activists and this was the first time in its history that the prize was awarded to a Tanzanian.

### 2021

<sup>2</sup> In 2002, UCRT was independently registered under Tanzania civil society of NGOs legislation of 15 as an NGO under the name Ujamaa Community Resource Trust. In 2020, UCRT was re-registered as a non-profit Company by Limited Guarantee, under its current name, the Ujamaa Community Resource Team.



- ③ **Gazettement in Monduli.** In 2021, UCRT facilitated the gazettement of 86,386 Hectares in Monduli District, involving 19 villages to secure communally-owned lands for grazing. The first of its kind in Tanzania, this cemented legal recognition for priority rangeland areas that support livelihoods across northern Tanzania.
- ③ **UCRT continues to support communal CCROs and CVLs.** 391,282 hectares were secured under 20 new communal CCROs, and 106,444 hectares were titled under Certificates of Village Land.
- ③ **Carbon revenues generated.** Community carbon projects that UCRT supported in the Yaeda-Eyasi and Makame landscape earned \$410,487, reducing emissions, deforestation and forest degradation.
- ③ **\$51,000 earned.** Into Village Community Banking (VICOBA)

### CONFLICT RESOLUTION IN SIMANJIRO

#### UCRT was instrumental in resolving two ongoing land conflicts in Simanjiro:

- After 15 years of conflict between the villages of Naitolia and Mswakini Juu, UCRT supported the Village Councils to finally reach a boundary agreement on 29th April 2021. Following conflict resolution training, communal CCRO boundaries were demarcated to reduce further conflict in the future. These communities can now benefit from shared resources, conserving important rangelands and strengthening collaboration.
- Naberera, the oldest village in Simanjiro, has had conflicts over boundaries with Ogutu village which prevented the development of land use plans for many years. As a result, the area was more vulnerable to land grabbing in comparison to neighboring villages with land certificates already in place. After 4 mediation meetings with village elders and Simanjiro's district council, UCRT successfully helped resolve the key issues preventing the villages from benefiting from more secure rights over their land and natural resources. Naberera community members now have access to over 119,349 hectares of shared land.

### 2022

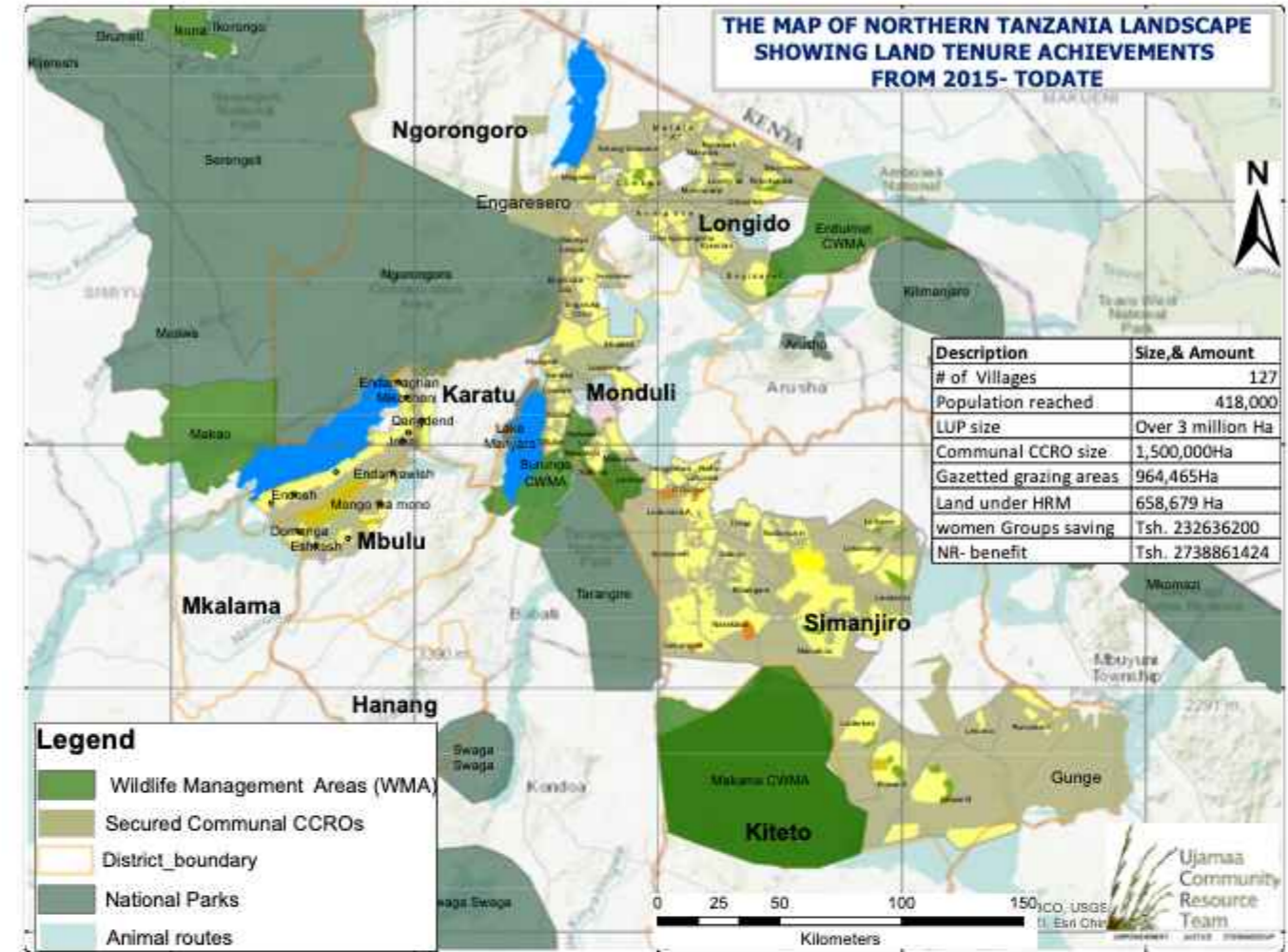
- ③ **Extensive communal land gazettement.** By 2022, UCRT has supported the gazettement of over 900,000 hectares of communal land.
- ③ **1,200,000 hectares of land secured.** Through Communal CCROs across the northern Tanzania ecosystem by 2022.
- ③ **\$588,672 generated.** By carbon and ecotourism enterprises in UCRT's project areas.
- ③ **Tusk Conservation Award Finalist.** UCRT's Program Coordinator, Dismas Partalala Ole Meitaya, was a finalist for the Tusk Conservation Award in Africa. Tusk celebrates the work of African conservationists, and this increased the global recognition for UCRT's work.
- ③ **Lake Eyasi Cultural Tourism Fee.** UCRT supported Lake Eyasi cultural tourism stakeholders with a new payment structure of \$25 per person for 2023, bringing economic benefits to the Hadzabe and Datoga communities involved in the Lake Eyasi cultural tourism industry.







# KEY ACHIEVEMENTS



## SECURING AND MANAGING COMMUNITY LAND

### PIONEERED THE CCRO MODEL, AND SUCCESSFUL GAZETTEMET OF LAND

UCRT pioneered the communal Certificate of Customary Right of Occupancy (CCRO) model in 2011, leading the implementation of this unique model around Tanzania. Since our founding, the key focus has been on securing the land and resource use rights of indigenous and pastoralist communities, enabling them to effectively manage and benefit from those resources and ensuring they can live peacefully without the threat of losing their land. In 2022, the Tanzanian Government supported the official gazettement and issuance of Certificate of Customary Rights of Occupancy (CCROs) for over 938,895 hectares of land, providing layers of tenure security. To date, UCRT has facilitated 117 CCROs, securing 1,700,000 hectares of indigenous land. This is a milestone in the communal tenure history in this landscape, protecting rangelands from encroachment.

### FACILITATED LAND USE PLANNING AND IMPROVED RANGELAND MANAGEMENT

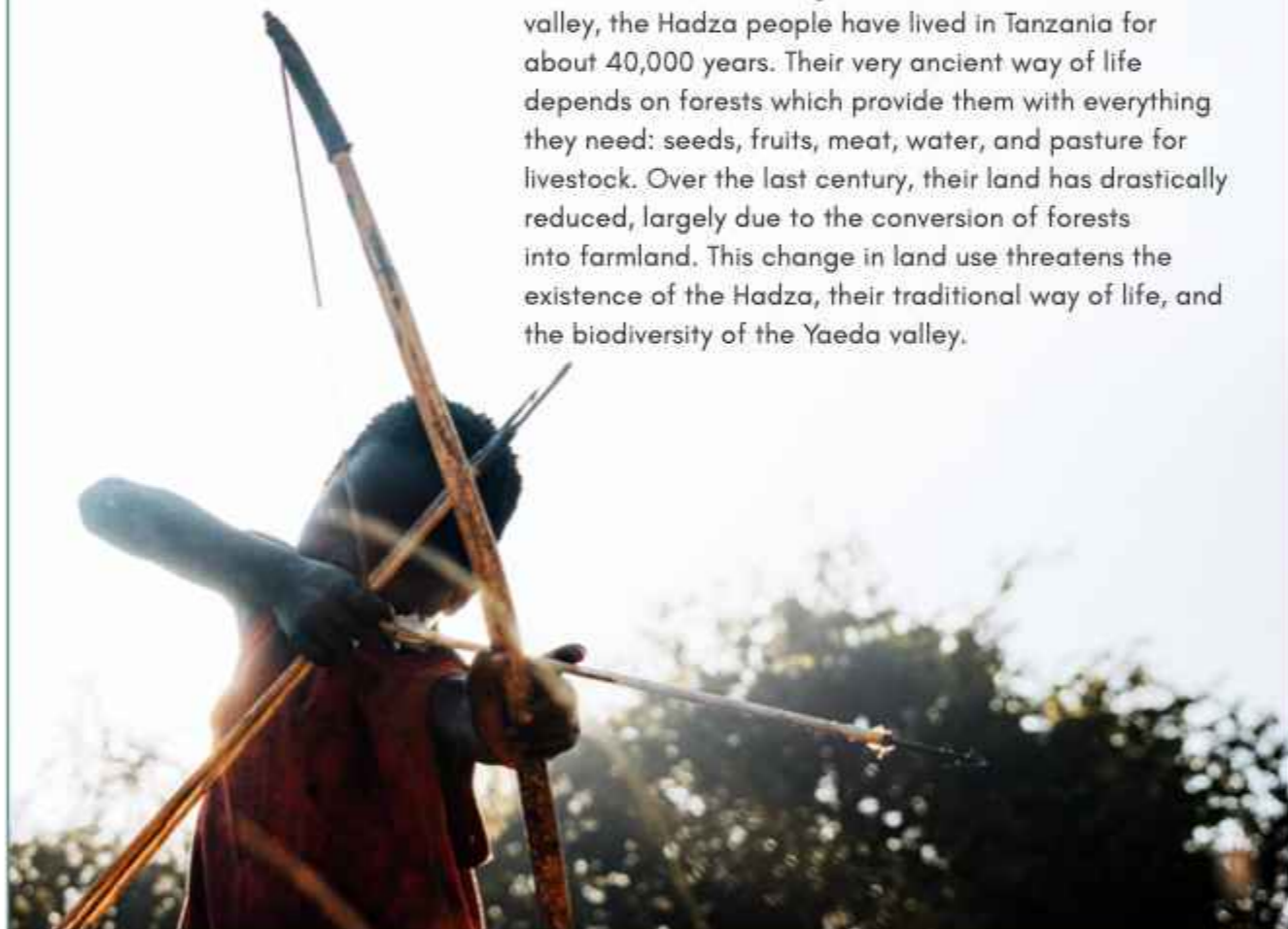
UCRT's work operates across 3,000,000 hectares of land, and we have facilitated land use planning processes in 127 villages. Of these, 92 villages have complete Land Use Plans, and 69 villages have obtained Certificates of Village Lands. Through participatory land use planning, over 2,800,000 hectares of land has been secured under village by-laws in northern Tanzania. Of this, 77% is grazing land. To improve rangeland management, holistic rangeland management has been introduced in



29 villages, including the implementation of 87 grazing corridors and dry season plans as part of a climate change strategy that supports both people and wildlife. These steps in securing and managing the land and resources are important for grazing as well as traditional hunting and gathering practices, enabling the Hadza, Maasai, Datoga, and Akie to lead their traditional lifestyles while preserving connectivity that is essential for the seasonal mobility for livestock. Today, 410,914 people across 127 villages in 10 districts benefit from stronger land rights and more sustainable management of their natural resources.

### THE HADZA IN YAEDA VALLEY

One of the last hunter-gatherer tribes in the Yaeda valley, the Hadza people have lived in Tanzania for about 40,000 years. Their very ancient way of life depends on forests which provide them with everything they need: seeds, fruits, meat, water, and pasture for livestock. Over the last century, their land has drastically reduced, largely due to the conversion of forests into farmland. This change in land use threatens the existence of the Hadza, their traditional way of life, and the biodiversity of the Yaeda valley.



"WE, THE PEOPLE OF YAEDA VALLEY, ARE ASSURED OF THE SECURITY OF LAND TENURE, AND OUR LIVESTOCK SURVIVAL DURING THE DRY SEASON DUE TO THE AVAILABILITY OF PASTURE. WE WILL WORK TOGETHER TO MAKE GOOD MANAGEMENT PLANS FOR OUR COMMON GRAZING LAND FOR THE BENEFIT OF ALL" - YONAS ASSECHECK, ESHKESH VILLAGE RESIDENT.

## LANDSCAPE CONNECTIVITY AND BENEFITS FOR WILDLIFE

### SCALING THE MODEL

UCRT has made great progress with scaling land use planning processes and using CCROs to secure land and habitat across a large area of northern Tanzania. This has helped maintain landscape connectivity, keeping land intact for multiple-use grazing and hunter-gathering, including key areas of Simanjiro and around Randilen.

### BENEFITS TO WILDLIFE AND BIODIVERSITY

Limited fencing is helping to keep ecosystems open. Long-term trends in the ecosystem show the stability of migratory wildebeest and zebra across the ecosystem over the past 20 years, along with a significant increase in elephant populations. Local wildlife population increases have been documented in community-managed areas such as Burunge and Randilen Wildlife Management Areas<sup>5</sup>. UCRT's efforts to secure land and maintain intact ecosystems is critical for wildlife.

<sup>5</sup> Kiffner, C., Bond, M. L., and Lee, D. E. (2022) Tarangire: Human-Wildlife Coexistence in a Fragmented Ecosystem, Ecological Studies, Volume 245





# NATURAL RESOURCE BENEFITS FOR COMMUNITIES

UCRT has helped communities receive greater economic benefits from the sustainable management of their land and natural resources. Through this work, communities have been able to gain fair and more profitable contracts with investors, such as direct income from eco-tourism operators and carbon trading. This provides alternative sources of income, helping promote livelihood resilience. As of 2022, UCRT has supported 17 villages in protecting and managing their natural resources in exchange for monetary benefits, generating \$1,195,614 in village revenues from carbon and tourism.

## CARBON REVENUE AND FOREST PROTECTION BENEFITS

In 2011, we successfully helped the Hadzabe community sign a twenty-year contract with Carbon Tanzania to sell carbon offsets. By 2021, 71,700 trees had been saved and 61,000 people from 12 villages have benefited through communal investments in education, healthcare, and enforcement of land protection. For the Hadzabe communities of Domanga and Mongo wa Mono, more than \$150,000 has been earned from Carbon Tanzania for forest protection since 2013. These revenue streams result from their diligent efforts to protect their local ecosystems, highlighting the benefits of responsible environmental stewardship.

## TOURISM VENTURES

By supporting communities to secure their lands and providing training and support on contract negotiation, UCRT increased local benefits from tourism. In the Makame Wildlife Management Area, contracts worth over \$150,000 have been signed with investors since 2014. This revenue supports the protection and management of the WMA's land and resources, with some income being invested in community development projects in 5 villages. In Longido, over \$200,000 was paid to four villages by tour operators in 2022, which the communities used to invest in educational opportunities, such as building schools and sponsoring student education. In the Lake Eyasi area, \$51,993 has been generated from ecotourism for Hadzabe and Datoga communities and fairly distributed between participating villages.

# EMPOWERING WOMEN

## LEADERSHIP, RIGHTS, AND FINANCIAL SKILLS

UCRT has invested in the economic and leadership capabilities of women, specifically through Women's Rights and Leadership Forums (WRLFs). These have been established in 55 villages across 4 villages. To date, more than 1,580 women know their rights and are owning and benefiting from their land and natural resources thanks to membership in these forums. Women are supported through training and skills development on land rights, civic rights, governance, the VICOBA<sup>4</sup> community banking initiative, natural resource management, and land use planning processes. Through the WRLFs, they have earned over 174,427,200 Tshs (\$30,000) to date, supporting their livelihoods and expanding their capacity to engage in business and entrepreneurship. In addition to this, VICOBA has improved the household incomes of participants, supporting basic needs such as food, shelter, and education. To date, \$72,678 has been earned by women participating in the VICOBA initiative.



Reflecting on these achievements, we are proud of the difference our work makes in people's lives. Keeping our vision in mind, and the fact that pastoralist and hunter-gatherer livelihoods depend on healthy and diverse landscapes, it is critical that the land and natural resources are secure to provide a hopeful and peaceful future. Without land and its related natural resources that people depend on, there is no culture, no identity, and no life. UCRT will continue to play an important role in preserving these communities' culture, sense of belonging, unity, and continuity, not only for their benefit but for the benefit of all.

<sup>4</sup> (VICOBA) Village Community Banks/ (CMG) Community Microfinance Group. 'VICOBA' is a tailored micro-finance group. It is designed to provide credit to low-income women who need capital to start their own businesses. The program brings together groups of women, and allows them to combine their savings to create a community-based bank.



## VIALETH'S LEADERSHIP STORY

"My motivation to become a female leader stems from my desire to address the gender-based discrimination prevalent in my community. Within Maasai societies, patriarchal systems often marginalize women, leaving them unaware of their rights and excluded from decision-making and governance. As a result, women face violations of their rights, lack access to education, land ownership, inheritance, and civic participation, and are unable to contribute to the community meaningfully. Wealthy and powerful men often make decisions that impact the entire community, leaving women voiceless and powerless.

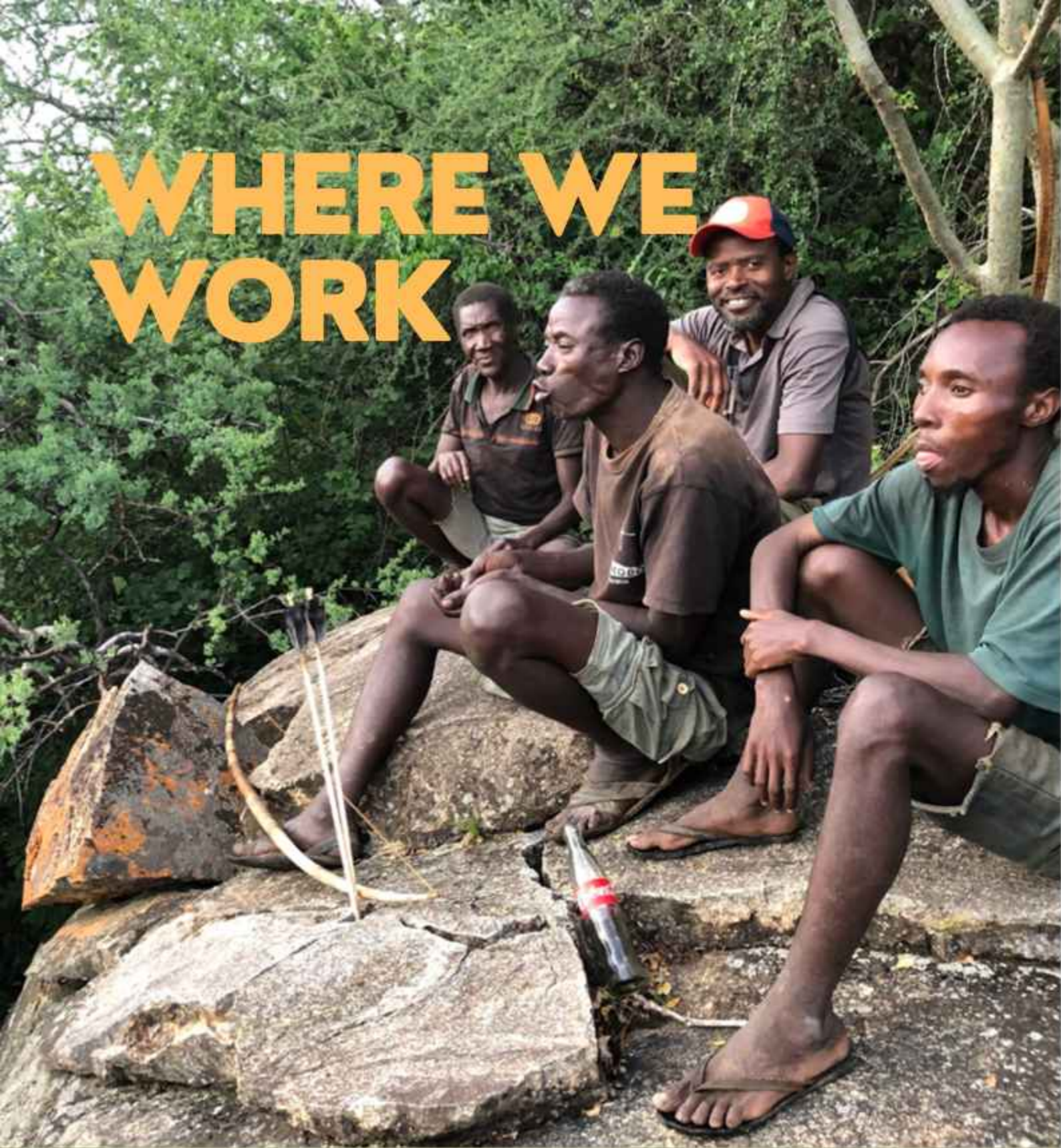
In 2016, I joined the Women's Rights and Leadership Forum initiative (WRLF), which equipped me with the knowledge and skills necessary to understand my rights as a woman. The WRLF is a platform where women can mobilize to discuss their rights issues and engage with customary leaders who influence culture and norms. It empowers women to engage in the community, influence perceptions and practices that marginalize them, and access productive resources, leadership, and community development opportunities.

After joining my local WRLF, I contested the village chairperson position in the 2019 local government elections and won, becoming the first woman to hold the position. My victory has garnered considerable support from women in my community and UCRT, who continue to support me. Through the Tuhifadhi Maliasili Seed Capital program, I received 7 million tsh in 2022, which I invested in a crop near Morogoro since the areas I live in are unsuitable for farming as we live in a rich wildlife area. I have used the capital generated to continue contesting for leadership and am saving to build my modern house. As a Maasai woman, I recognize the importance of coexisting with nature and preserving our natural resources. I actively demonstrate the need to prevent environmental destruction and promote sustainable practices, such as using gas stoves instead of cutting down trees for firewood. As the village chairperson, I have faced numerous challenges, including men doubting my ability to hold a decision-making position due to my gender and even being offered bribes to step down. However, I remain steadfast in my commitment to inspiring other women to break free from the cycle of oppression and discrimination that plagues my community."





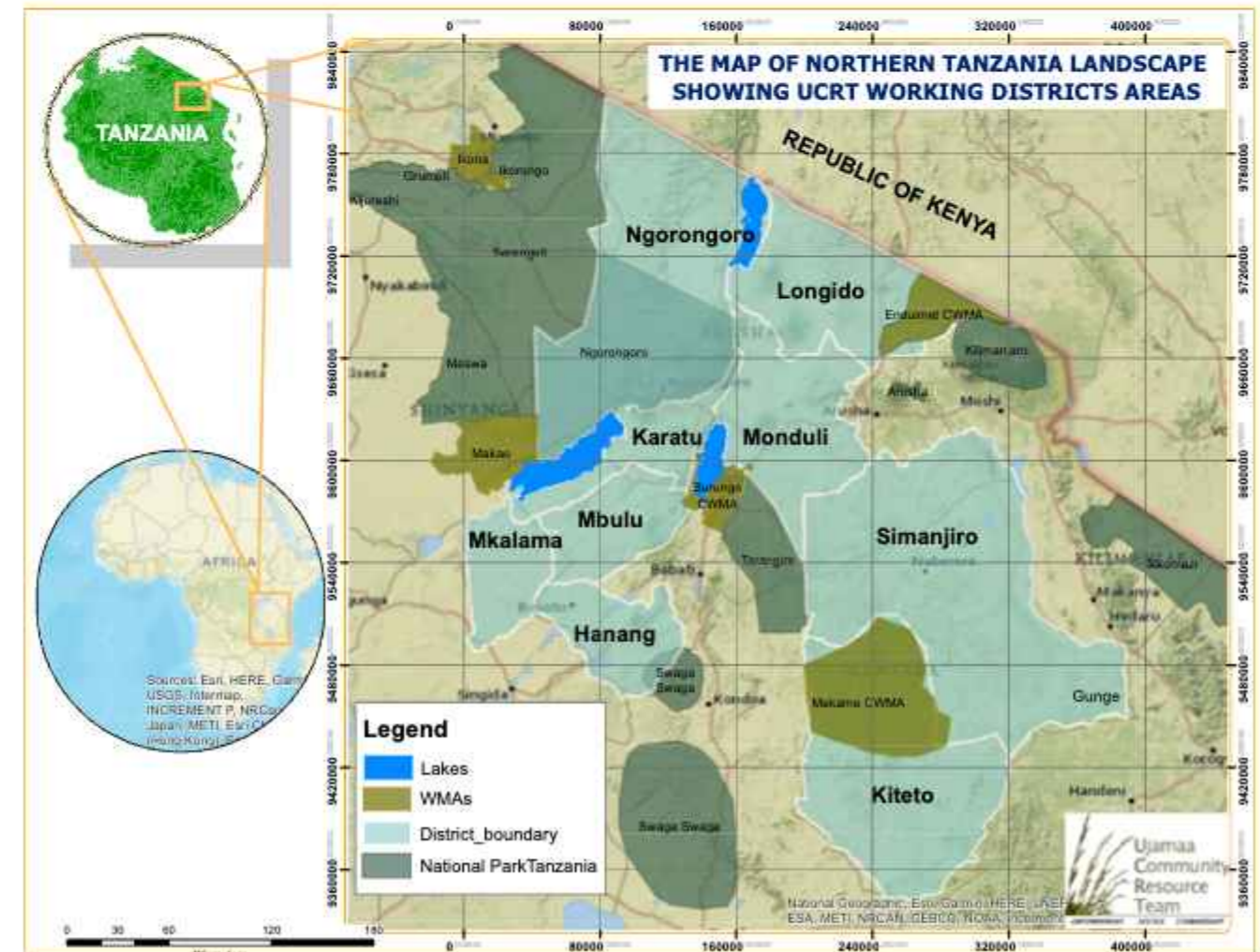
# WHERE WE WORK



UCRT'S WORK BEGAN IN A FEW VILLAGES IN LOLONDO, SIMANJIRO, AND THE YAEDA VALLEY. OVER THE PAST 25 YEARS, THE REACH AND SCOPE OF UCRT'S WORK HAS EXPANDED ENORMOUSLY.

WE CURRENTLY WORK ACROSS NORTHERN TANZANIA IN THE 3 REGIONS OF SINGIDA, ARUSHA, AND MANYARA, WHERE WE FOCUS ON 10 DISTRICTS THAT INCLUDE LONGIDO, NGORONGORO, MONDULI AND KARATU (ARUSHA), SIMANJIRO, HANANG', KITETO, BABATI, AND MBULU (MANYARA) AND NKALAMA (SINGIDA). ACROSS THESE TEN DISTRICTS, WE SUPPORT MORE THAN 120 VILLAGES.

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 focus enables us to ground ourselves in local contexts while maintaining a broader view of issues that permeate northern Tanzania. At the same time, the products and services offered by UCRT are in high demand beyond the 10 districts where we work. Despite drives for expansion to new geographies, we are making a strategic decision to continue focusing on the current ten districts. Seeking the maximum impact from our lean resources, we are not guided by the number of villages we support, but rather by what we seek to achieve. Although land issues are complex in northern Tanzania, tremendous progress has been made with limited resources over the years.





# UCRT'S CONTEXT

UCRT'S STRATEGY BUILDS ON A STRONG TRACK RECORD OF ACHIEVEMENT OF SUPPORTING INDIGENOUS COMMUNITIES TO SECURE AND BENEFIT FROM THEIR LANDS AND RESOURCES.

We have significant expertise in developing and implementing a range of legal tools and mechanisms to support community land and resource security, management, and benefits. This work will continue to be central to the future of people and their environment in northern Tanzania, where there are increasing pressures on communities and natural resources. Over the next five years, UCRT's will continue supporting the many communities we work with, while responding to key shifts and trends in our external environment.

## STRENGTHS

UCRT's impact in developing the capacity of communities to secure their land and natural resource rights, and to improve governance across multiple scales is a reflection of several key organizational strengths. These strengths include:

- **Grassroots presence and participatory approach.** Through a constant, grounded presence in the areas where we work, UCRT has forged trusted relationships with local individuals and groups. We have a deep understanding of the cultures and contexts in the areas in which we work, and our team members are drawn from the same communities. UCRT supports the aspirations and decisions of communities, providing them with the knowledge and skills required to sustainably manage the resources they depend on for their livelihoods and to engage with challenges and shifting contexts in holistic ways.
- **Skilled team and technical expertise in land and natural resources issues.** UCRT's team has developed the necessary technical and practical skills and expertise in facilitating participatory land use planning and communal tenure security. The team has created and expanded a range of new tools and mechanisms to help legally secure and govern communal land and natural resources. In the face of adversity, the team is adaptable and resilient.
- **Clear mission fidelity and commitment to social justice.** UCRT's central focus remains the strengthening of communal land tenure for indigenous communities in the Maasai steppe. UCRT strongly believes that enabling minority groups to participate in the governance of their natural resources and make decisions about their future will help create a more equitable and just society. In solidarity with indigenous communities, UCRT has played an influential role in national policy advocacy, amplifying grassroots voices.
- **Learning and innovation.** A culture of continuous learning and skill development enables UCRT to engage with complex challenges and find new approaches to achieve change. By exploring and pioneering new approaches to address local challenges, we are at the forefront of community-based natural resource management. Locally grown solutions piloted by UCRT continue to spread and are being rapidly adopted across northern Tanzania.
- **Robust collaboration and diverse partnerships.** UCRT operates across multiple scales and partnerships. Through collaborations and networks such as the Pastoralist Indigenous Non-Governmental Organizations Forum (PINGO's Forum), the Tanzania Land Alliance (TALA), and the Northern Tanzania Rangelands Initiative (NTRI), we are actively shaping and facilitating the design of policies and regulations that directly impact indigenous communities. We are also part of a global network and collective movement challenging mainstream conservation narratives, working closely with other NGOs such as PINGOs Forum and the Parakuiyo Indigenous Community Development Organization. Partnerships provide opportunities for greater impact, funding, and resources, and our collaborations include diverse actors from human rights, environmental conservation, business, and social justice fields, reflecting the diverse constituency that our work and mission resonates with.
- **Local and international recognition.** UCRT's track record of achievement has been recognized by communities, governments, and donors. This recognition has led to several international awards, including the Equator Prize, 2016 Goldman Environmental Prize for Africa, and Finalist for the 2023 Tusk Award.



## THREATS AND RISKS

We operate in a context that presents numerous threats and risks to our work. For us to devise robust mitigation measures and effective strategies, we must understand these. They include:

- **Conventional conservation model and powerful actors.** Much conservation work in northern Tanzania continues to be based on conventional, outdated paradigms stressing hard boundaries and separation of people from the environment and wildlife. The pace of expansion of protected areas for wildlife conservation has been ramped up, often disregarding local land uses. Despite gaining security through CCROs, communities face the real risk of their land being declared hunting blocks, game reserves, or national parks. This disconnection leads to displacement, disrupted social support systems, weakened local safety nets, and a loss of traditional livelihoods. The absence of laws providing protection against forced evictions, and fair compensation to pastoralists compounds this tenure insecurity. Decades-long marginalization of these indigenous communities continues, many still experiencing evictions, rights restrictions, and livestock confiscation. The expansion of Ngorongoro Conservation Area, for example, is exacerbating livelihood risks in areas such as Lake Natron and Simanjiro.
- **Competing land uses.** Dynamics of land configuration in Tanzania are complex. Sedentary agriculture in drylands is on the rise, fragmenting rangelands used for grazing by livestock and wildlife. Agricultural expansion in the Simanjiro plains is happening at an alarming rate, reducing the land available for pastoralism and hunter-gatherer practices.
- **Climate change exacerbates drought.** Increasing dry and wet season variability will continue to escalate stress and pressure on the natural resources that hunter-gatherers, pastoralists, and livestock require. Northern Tanzania is prone to drought, serious land degradation, and soil erosion, exacerbated by climate change. Even though land use planning helps with adaptation, UCRT needs to support inclusive approaches, ensuring that nobody is left behind in the process.
- **Legal sustainability of communal CCROs.** The CCRO is a core part of our work to secure community land and natural resource tenure. As the pressure for land intensifies, and powerful actors continue to exert influence, it remains to be seen whether CCROs are a strong enough mechanism to withstand these pressures and succeed in protecting communal land.
- **Land formalization may contradict traditional systems.** Given the uncertainty, availability, and distribution of resources in rangelands, mobility and flexibility for pastoralists is essential. Customary tenure and traditional governance systems factored in these needs, focusing less on ownership and more on rights of access. However, legal land tenure systems such as CCROs are less flexible and may introduce more rigid patterns of land formalization and resource access, limiting mobility for pastoralists and hunter-gatherers. There is a paradox where legal land tenure may undermine the flexibility in resource use that communities need to survive.<sup>5</sup> Village land use planning (VLUP) in rangelands faces challenges as lands held by individual villages are generally not sufficient to sustain rangeland production systems such as pastoralism, requiring the sharing of resources across boundaries.

<sup>5</sup> Robinson and Flintan. 2022. Can formalization of pastoral land tenure overcome paradoxes? Reflections from East Africa. Pastoralism 12:34.

- **Negative attitudes towards traditional and customary lifestyles.** There is widespread misunderstanding and negativity towards pastoralists and hunter-gatherers. Many indigenous voices and cultural viewpoints around land and resource management are still underrepresented in mainstream conservation. This affects how these groups are approached and included in development and governance processes, often leading to programs seeking to change local practices and livelihoods. These negative perceptions influence policy-making, planning, and practices of the state. Hunting is an example. For the Hadza, hunting is part of their lived reality and a key source of community livelihoods, providing significant economic value to the country through cultural tourism. Although it is integral to local practices, the laws and policies in Tanzania prohibit hunting and many experience harassment. Recognition, respect, and acceptance of these lifestyles is required at the national level.
- **Conflicting legislation on village land uses.** Multiple existing legal frameworks create confusion about what pastoral land rights are and which ones should prevail when they conflict with each other. The interpretation of land laws is complex and messy, and contradictions between the Village Land Act, 1999, and the Wildlife Conservation Act, 2009, enable the appropriation of community village lands, even those that have 'tenure security'. Although the Tanzanian law provides protection for residents on village land with customary right of occupancy, there is a disconnect between policies and laws, resulting in increasing land use threats.

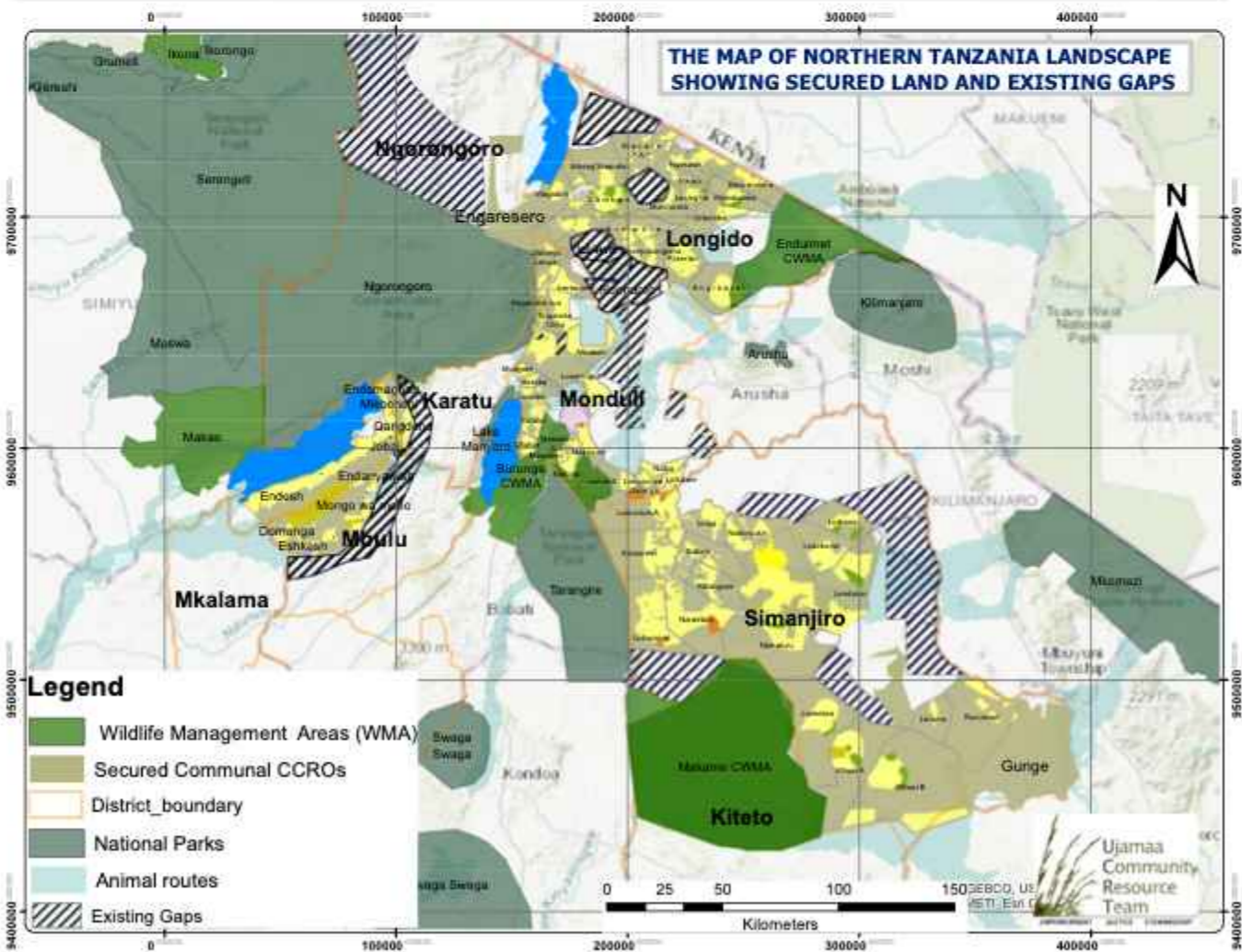
## OPPORTUNITIES

Although the external threats and risks pose a variety of hurdles to UCRT's work, our unique approach and successful track record put the organization in a strong position to continue driving positive impact. The following opportunities help chart UCRT's direction for the next 5 years:

- **Growing solidarity, support, and funding for indigenous rights.** Growing evidence and recognition of the important roles played by indigenous people as stewards and guardians of ecosystems has led to increased international support for indigenous rights within global conservation policy and funding. This may result in potentially greater safeguards, recognizing the importance of land and resource tenure. This growing awareness that indigenous people and local communities are better positioned to lead conservation efforts, provides an opportunity for UCRT to mobilize resources, and greater action to support community rights and resist top-down conservation practices.
- **Increasing resources for climate and biodiversity crises.** There is a growing appreciation of the urgency of climate change and the global biodiversity crises. With ramped-up efforts to address these crises, there are more funding opportunities for restoration and climate change mitigation. Nature-based solutions are particularly elevated in these conversations, and the demand for carbon credits presents an opportunity to support rural economic development.



- **Expanding geographies.** There is increasing demand for UCRT services from communities beyond our current geographic focus. Furthermore, the government increasingly recognizes the unique approach and experience UCRT brings to natural resource conflicts and livelihood challenges. This presents an opportunity to increase our participation and influence in policy processes. While expansion to other geographic regions is important and inevitable to support other communities across the country, there is much that still needs to be done within our current landscape. We have been unable to cover the entire northern landscape due to the complexity of land issues and limitations in resources.
- **Regional collaboration.** With stronger regional and international networks and rising awareness and action for indigenous rights, there is an opportunity for greater regional and international collaboration. UCRT plays a key role in the East African network for indigenous rights and pastoral work. These networks reinforce advocacy efforts that shape policy and regulatory processes.
- **Holistic rangeland management.** Securing land through land use planning and communal CCROs is not the end in itself. Rather, these instruments that enhance the capacity of communities to actively protect their land provide a foundation for sustainable natural resource management that supports traditional lifestyles. UCRT now has the opportunity to strengthen sustainable management of secured land through holistic rangeland management, addressing rangeland health and associated livestock issues.



## AREAS FOR IMPROVEMENT

Despite our achievements and strengths, UCRT faces several internal challenges that may affect our ability to engage with the growing challenges and threats, take advantage of opportunities, and deliver our strategy. To have more impact, we need to improve in the following areas:

- **Monitoring, learning, and communications.** Although UCRT has gained notable international media coverage, including for the Goldman Prize, Equator Prize, and nomination for the Tusk awards, we struggle with the capacity to effectively document and communicate our work. Despite enormous improvement, this area needs continued investment and attention. More consistent communication about our work and achievements to a larger audience may support our fundraising and growth. Simultaneously, stronger collaborations with academics and researchers will enhance our capacity to address important questions and promote learning. More effective external communication helps reinforce partnerships, enabling us to better advocate around policy.
- **Leadership transition and succession planning.** UCRT must continue strengthening the middle management team. Currently, two staff members are undergoing leadership training, helping to support and grow rising leadership within the organization. UCRT still needs a documented policy on the rotational leadership process to guide the organization.

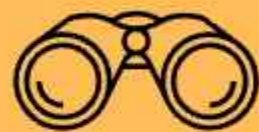
**ROTATIONAL LEADERSHIP**

This is a leadership style whereby leadership is distributed among team members rather than focused on a single individual. Each individual in a position of leadership is aware they will pass this on at some point and leadership is a shared responsibility. This system is derived from the communal practice of leadership in the communities we work with.

- **Human resources.** As UCRT's influence and impact increase, there is more demand for these services, and this translates to greater funding opportunities as well. However, the team is overstretched and staff management and field capacity do not always meet the growing needs of the organization. There is a need to strengthen internal capacity, including staff skill training (such as advocacy, gender mainstreaming, GIS, M&E and data analysis, governance, monitoring, and livestock productivity).
- **Funding.** Donor funding is often restricted, with core cost contributions arbitrarily capped at levels that do not adequately meet organizational needs. This limits the ability of our organization to respond to emerging issues. We need more core funding to help cover operational, staff, and internal capacity costs.



# VISION AND MISSION



## OUR VISION

STRENGTHENED LIVELIHOODS AND SOCIAL JUSTICE FOR PASTORALIST, HUNTER-GATHERER, AND AGRO-PASTORALIST COMMUNITIES.



## OUR MISSION

TO STRENGTHEN RIGHTS TO LAND AND RESOURCES FOR IMPROVED LIVELIHOODS OF PASTORALIST, HUNTER-GATHERER, AND AGRO-PASTORALIST COMMUNITIES IN NORTHERN TANZANIA.

## OUR VALUES

**COMMUNITY.** To promote communal ownership of land and natural resources for a sustainable environment that improves the lives of all.

**COLLABORATION.** To ensure the full participation of communities, government, and partners.

**EQUITY.** To champion an empowered community and just society.

**RESPECT.** For traditional knowledge and skills.

**REPRESENTATION.** To advocate for and safeguard the rights of pastoralist, agro-pastoralist and hunter-gatherer communities.

**SOLIDARITY.** To support community integrity and inclusiveness.

**TRANSPARENCY.** To guarantee we are always known to be trustworthy.

**TEAMWORK:** To maintain our strong team spirit.

## THE PROBLEM

Land pressure is on the rise in Tanzania. Land previously considered “marginal” and “wasteland” is increasingly being settled on and used for cultivation. Conservation and nature-based tourism interests continue to add grazing land into protected area networks, making the land unavailable for local uses. Climate change is adding to the pressure by altering the seasonality, availability, and distribution of resources, and a growing human population is demanding more of these resources. The northern Tanzania rangelands are characterized by an increase in land speculation, growing migration into pastoral areas by farmers, human population growth, sedentarization, and a desire by pastoralists to own land. This is driving the privatization and fragmentation of communal lands. Pastoralists and agro-pastoralists are forced to venture into uncharted territories, increasingly bringing them into contact with farmers. The increasing competition for land and resources is a source of conflict, both among pastoral communities and between them and other land users. This is exacerbated by tenure insecurity in local communities.

Negative attitudes towards traditional livestock-keeping and hunting-gathering practices intensify the situation. Widespread assumptions that the traditional lifestyle is seen as ‘backward’ or ‘primitive’ form the basis for many plans and policies. Traditional livelihoods are under threat, facing alienation from the land and resources they depend on. This further undermines traditional lifestyles such as livestock grazing and hunting and gathering practices. Although communities are resilient and continuously adapt to changing contexts, the current pace of land alienation is consequential. Once traditional practices are destroyed, these communities slide into social and economic hardship. This reality is made worse by the low representation of these communities in key decision-making bodies and processes. In Tanzania, the implementation of laws and policies is weak and powerful, and vested interests may override their effective implementation. This leads to further land alienation through dispossession and displacement, threatening the very survival of these communities.



# THEORY OF CHANGE

UCRT BELIEVES THAT LAND IS LIFE. IT IS THE FOUNDATION FOR SOCIAL, ECONOMIC, CULTURAL, AND SPIRITUAL VALUES, AND THE LIVELIHOODS AND ECONOMIES OF PASTORALIST AND HUNTER-GATHERER COMMUNITIES ARE ENTWINED WITH THE LAND AND ITS RESOURCES.

When they are separated from their land and resources, it is a significant act of social injustice and a human rights violation. Our vision is to see strengthened and improved livelihoods and social justice for marginalized pastoralist, hunter-gatherer, and agro-pastoralist communities in northern Tanzania. We believe that the ability to pursue traditional lifestyles is the foundation for improving the lives of these communities, and key to this is securing their rights to land and resources. UCRT helps to achieve this by building the capacity of communities to defend their rights and amplify their benefits from sustainable management of resources. To do this, we focus our work around three key pillars along with supportive building blocks that collectively enable these communities to thrive. Our approach is participatory and we promote the integration of traditional customary practice with formal, modern systems and approaches across all of our work.

## SECURE LAND AND RESOURCE RIGHTS

**Securing land and resource tenure is the foundation.** Land insecurity is the greatest threat to communal lifestyles and livelihoods, and a priority for pastoralists and hunter-gatherers. UCRT uses legal frameworks that support and uphold community rights to access and manage resources, supporting communities to formally secure rights through collective land titles (such as CVLs and CCROs). This provides important legal recognition which is critical for enabling communities to defend their rights when or if they are under threat. We believe that secured land is the critical foundation for pursuing traditional lifestyles, building livelihood strategies, reducing resource conflicts, and adapting to climate change.

## EFFECTIVE AND ACCOUNTABLE GOVERNANCE INSTITUTIONS

**Once land is formally secure and rights are legally recognized, establishing and strengthening the governance institutions that enable collective decision-making and community participation over resources is critical.** Defining the structures and processes of governance

is a key part of securing rights and ownership, and by helping to establish new institutions and strengthening existing ones, UCRT strengthens the ability of communities to oversee their land. Effective and accountable governance needs to exist at all levels—from the local, to district, to national—and without strong governance institutions at the local level, communities are not able to assert their rights and land security is threatened. This then creates ripe conditions for elite capture, both from powerful local actors as well as from national and foreign influence, bringing potential threats to the landscape such as individualization, fortress conservation, tourism, and agricultural expansion.

In addition to the formal governance structures that accompany legal rights to land and resources, UCRT recognizes that communal land tenure cannot be successfully secured without traditional governance mechanisms that preceded formal land titles. It is important to build on these. For example, engaging traditional village systems is a first step to help inform formal village land use planning processes as part of securing collective land titles. We believe a combination of formal and traditional governance institutions help promote accountability and inclusion in land and resource management and also help to define access and use, resolve use conflicts, and determine relationships between communities and other entities.

## SUSTAINABLE MANAGEMENT

**Once land and resources are secure, and institutions are established and strengthened, communities can then make decisions and sustainably manage their resources for their own long-term use and benefit.** They can develop management goals, enforce bylaws, and integrate new approaches and practices. UCRT promotes holistic rangeland management, for example, as a way to ensure resource availability, contribute to wildlife conservation, and reinforce communities' adaptive capacity to climate change. We believe that for communities to strengthen their livelihoods, they need to be able to participate in the sustainable use and management of the land and natural resources in alignment with their culture and traditional lifestyles.

## SUPPORTIVE POLICIES, EMPOWERMENT AND EQUITY, BENEFITS AND LIVELIHOODS

Improving community livelihoods through the key pillars of secure rights, effective and accountable governance institutions, and sound natural resource management depend on some additional building blocks.

**First, the policy environment needs to be favorable and conducive in a way that supports indigenous rights, values, and institutions.** This is an umbrella goal that influences the rest of our work, and UCRT engages in advocacy and policy dialogue to help shape supportive conditions for formal tenure security and community management of land and resources. We strengthen the ability of communities to represent their needs and secure their rights, and UCRT believes policy advocacy is important for helping build local leadership that is accountable to constituents at the grassroots level, as well as diversifying the voices represented in decision-making. Additionally, the strengths and weaknesses of policies and regulations shape the use, management, and governance of natural resources pertaining to communities. Secure land and natural resources depend on harmonized and supportive laws, and it is important that laws speak to each other and that sectoral approaches are well-coordinated to avoid creating legal but contradictory policies and processes.

Weak and conflicting policies and legislation at the national level threaten land tenure security, and conflicting legislations on village land uses (GCAs vs. village land, WMAs, and corridor regulations) may

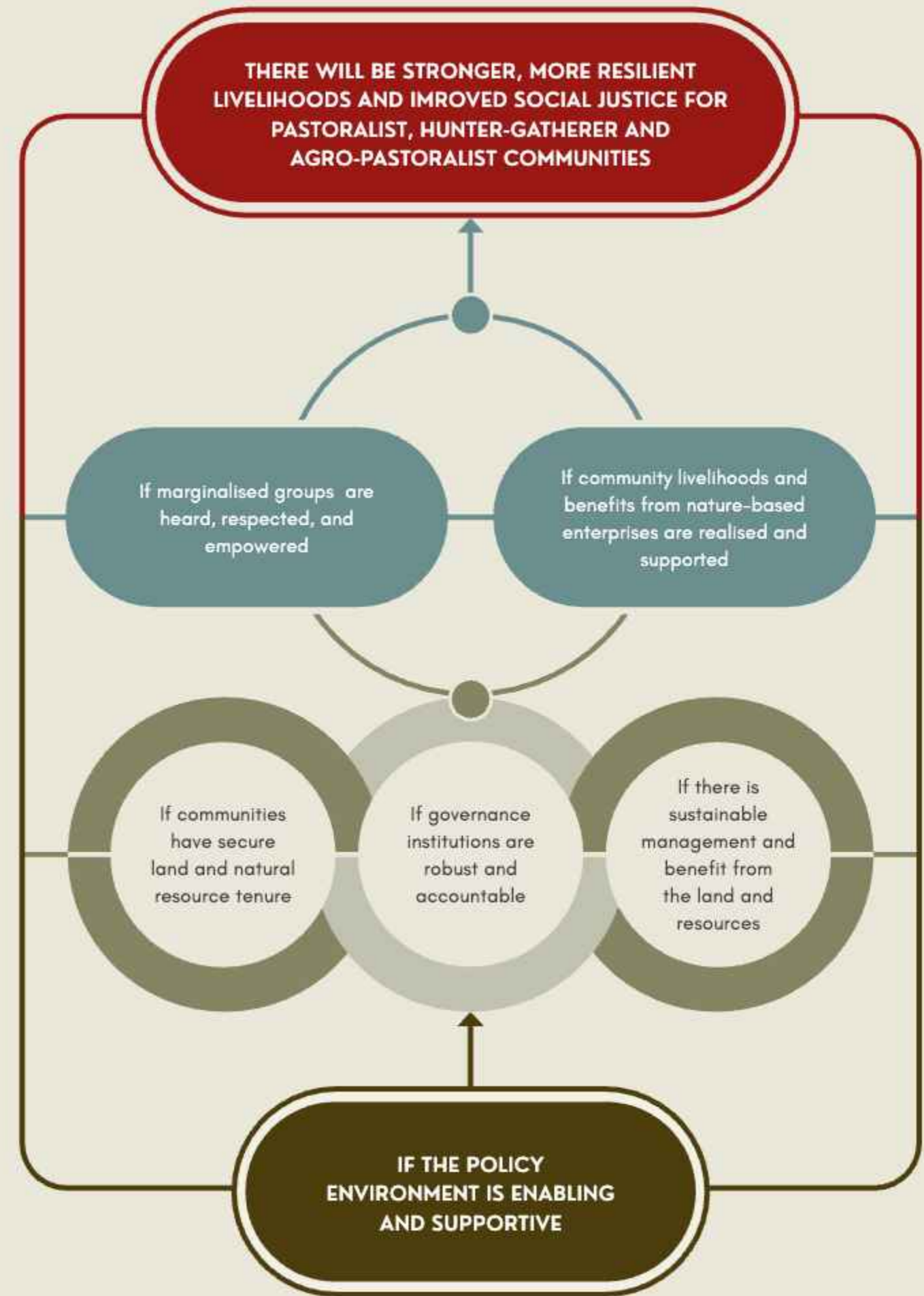


lead to the appropriation of community village lands. This poses an existential threat and influencing a more favorable policy environment is about continuing to safeguard the rights and livelihoods of communities, and advocate for change where needed.

**Second, UCRT believes that improving the lives of indigenous communities will be incomplete if marginalized and minority members are left behind.** Therefore, a key supportive building block is to strengthen the social and economic empowerment of women and marginalized groups as a critical part of building community capacity. Tenure instruments such as CCROs promote equality by protecting the interests of an entire group, thus strengthening the rights of women, children, and other vulnerable minorities in communities who depend on the communal land and its resources. Empowering marginalized groups is important for tenure security. When they are able to participate in leadership positions and decision-making around resource use and management, governance is more representative. Diversity, equity, and inclusion strengthen local institutions and governance processes, leading to more meaningful social change.

**Third, communities need to realize benefits from the governance and management of land and resources.** Social, economic, ecological, and cultural benefits reinforce incentives to protect and manage the land, and diversifying income and ensuring the long-term potential of resource-based livelihood strategies can elevate the overall quality of life for these communities. We believe diverse and direct benefits that includes economic empowerment underpins the pillars of secure land, effective governance, and sustainable natural resource management. UCRT seeks to build on its work of securing landscape connectivity, by supporting the development of new opportunities that are locally appropriate, culturally-aligned, and ecologically sustainable. Nature-based enterprises can be complementary to traditional lifestyles. With existing opportunities in the landscape and new ones on the horizon, we believe it is important to continue supporting these connections. This reinforces the ability of pastoralists, agro-pastoralists, and hunter-gatherer communities to meaningfully and collectively improve their lives.

IN SUMMARY, IF COMMUNITIES HAVE SECURE LAND AND NATURAL RESOURCE TENURE, HAVE ROBUST AND ACCOUNTABLE GOVERNANCE INSTITUTIONS, AND ARE SUSTAINABLY MANAGING THEIR RESOURCES WITHIN A POLICY ENVIRONMENT THAT IS SUPPORTIVE, AND WHERE MARGINALIZED GROUPS ARE INCLUDED AND RESPECTED AND COMMUNITIES RECEIVE DIRECT LIVELIHOOD BENEFITS, THEN THERE WILL BE MORE RESILIENT LIVELIHOODS AND INCREASED SOCIAL JUSTICE FOR PASTORALISTS, AGRO-PASTORALISTS, AND HUNTER-GATHERER COMMUNITIES IN NORTHERN TANZANIA.





# OUR AREAS OF WORK

TO BUILD EQUITABLE SOCIETIES THAT CAN SUSTAINABLY MANAGE AND BENEFIT FROM THEIR ENVIRONMENTS, AND TO MOVE TOWARDS OUR VISION OF STRENGTHENED LIVELIHOODS AND SOCIAL JUSTICE FOR PASTORALIST, HUNTER-GATHERER, AND AGRO-PASTORALIST COMMUNITIES, **WE HAVE 6 KEY AREAS OF WORK DRIVING OUR THEORY OF CHANGE.**

## 1. COMMUNITY LAND TENURE

In northern Tanzania's rangelands, threats to communal land and traditional lifestyles are intensifying. Factors that contribute to this include; insecure communal land tenure, competing land uses and agricultural expansion, and negative perceptions towards traditional lifestyles. The continued expansion and creation of new conservation-protected areas has been a major driving force for land issues across Tanzania. Most of the national parks in the north were created through the coercive eviction of communities from their ancestral land. Evictions are still happening today, and conflicting national laws and policies continue to threaten UCRT's work. At the same time, more and more land has fallen into the hands of individual owners. As grazing lands shrink over time, mobility and flexibility is much more constrained, and it is becoming increasingly more difficult for indigenous people to adapt to the changing climate.

As pressure for land across Tanzania increases, and the fragmentation of rangelands escalates, supporting communities to secure rangelands and communal lands and resources is critical. UCRT helps communities secure their rights by supporting them to acquire collective land titles (CVLs and CCROs), facilitates land use planning, and supports in conflict mediation. UCRT promotes the CCRO as an effective tool that provides greater permanence to collective land use designations, and thus greater security for communal tenure. Scaling up the CCRO model is a priority to contribute to broader landscape planning and management, and UCRT will continue to coordinate mosaics of new and already existing group CCROs to help protect shared grazing areas and resources across multiple adjacent communities and villages.

## 2. GOVERNANCE

UCRT builds the capacity and strengthens local governance institutions and the communities they serve, supporting them to understand their rights, roles, and responsibilities. Our programs promote the rights of women to take leadership positions and have their voices heard in decision-making processes. We engage in advocacy and policy dialogue to shape supportive conditions for sustainable community-based natural resource management, helping with the effective implementation of LUPs, and ensuring transparency and accountability. We work to improve national policies and promote good governance by informing policy and law-makers on best practices to help communities realize their needs and secure their rights, building community leadership that is accountable to their constituencies at the grassroots level, and increasing women's representation in decision-making bodies at the local level.

## 3. NATURAL RESOURCES MANAGEMENT

UCRT works to support both the wellbeing of communities and the flora and fauna of northern Tanzania by helping communities adaptively improve and strengthen their natural resource management systems and practices. We do this by facilitating the development of village land use plans and natural resource management by-laws (including grazing plans and holistic rangeland management), as well as building community capacity to manage the rangelands across village borders. We think of natural resource management through the lens of coexistence, recognizing that the northern rangelands have sustained pastoral herds and wildlife together for centuries. We also support practices that are culturally and socially aligned. With the majority of UCRT's dedicated staff coming from indigenous pastoralist and hunter-gatherer groups, we have an appreciation for local context and support traditional management systems that emphasize local culture.

It is impossible to simplify these complex systems of land use, management, and governance. One example is the Maasai concept of '*erematare*,' the interconnectedness of Maasai husbandry practices, cultural customs, and systems of household, livestock, and land management<sup>6</sup>. Culture and nature is deeply connected, and *erematare* is critical for understanding the traditional and holistic approach to rangeland management that has sustained these social-ecological systems. UCRT supports the adaptive systems of pastoral resource management, collective governance mechanisms, and the integration of traditional ecological knowledge. Although this may be contrary to some mainstream approaches to conservation, we will continue to support interconnected practices, customs, and systems for resource management and rangeland health.

## 4. NATURE-BASED ENTERPRISES

Communities must derive economic benefits through sustainable utilization of their land and resources. While we recognize this importance, we also recognize the danger of justifying and defending community land ownership and uses in economic terms. Land is not a commodity to be owned, mined, and expropriated. Land is not only valuable because it generates revenue, but the traditional lifestyles and practices that sustain it are valuable in themselves, as these practices have long protected nature and are important to addressing challenges like climate change. Local practices did not start offering these services after the arrival of market-based conservation approaches. At UCRT, we see nature-based enterprises as complementary by-products of local practices, not as the justification for

<sup>6</sup> Brehony, P., Morindat, A., and Sinandei, M. 2022. Land Tenure, Livelihoods, and Conservation: Perspectives on Priorities in Tanzania's Tarangire Ecosystem. In Kiffner, Bond, and Lee (Eds.), Tarangire: Human-Wildlife Coexistence in a Fragmented Ecosystem. Ecological Studies 243. Springer.



traditional lifestyles. With this view, we support communities to build strategic partnerships with ethical investors and organizations that are skilled in nature-based enterprise development. We support communities to build their capacity to engage in enterprises such as eco-tourism, carbon projects, and easements. Playing a supportive role, we connect communities to natural resource-based enterprises, ensuring that tourism and carbon traders factor in land use plans appropriately as desired by the communities, and we help with negotiating and facilitating agreements.

## 5. SOCIAL EMPOWERMENT

UCRT empowers women and other marginalized groups as effective natural resource management depends on equitable engagement, representation, and inclusion of all custodians. Women play important roles, yet their participation is still low. Fostering increased participation by women is critical in bringing about tenure security, and sustainable natural resource management. As part of this, UCRT 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. Through VICOBA (Village Community Banking), women grow their economic capacity, gaining more respect and inclusion in decision-making in their households. At a community level, revenue they generate helps to fund important development initiatives, such as improving access to education, healthcare, and infrastructure. Through Women Rights and Leadership Forums (WRLFs), women are encouraged to advocate for their rights to own, utilize, and benefit from land and property. UCRT also supports particularly marginalized groups, such as the Akie and Hadza hunter-gatherers, by growing their capacity to represent and advocate for themselves by supporting youth education.

## 6. POLICY ADVOCACY

The policy environment has a big influence on efforts to support communities to secure land, strengthen effective governance, and promote sustainable natural resource management. Secure land and resources depend on supportive policies, regulations, and laws. While some are enabling, others are unfavorable, and UCRT works to improve the policy environment to safeguard our broader work. A major factor in the exclusion of indigenous communities is insufficient awareness of what the law can do for them, and their rights to self-identification and determination. There are also challenges in the recognition and implementation of Free, Prior, and Informed Consent in Tanzania, creating issues in human rights and social justice<sup>7</sup>. Weak and conflicting policies and legislations at the national level threatens land tenure security, and discrepancies between land laws, local governments, and wildlife conservation laws makes this landscape specifically complex. For instance, land under formal designation as 'Village Land' in Lake Natron has also been recently allocated for wildlife management. As the Ngorongoro Conservation Area continues to expand<sup>8</sup>, similar issues will affect Monduli and Longido districts in areas that have already been secured for communal use. In advocating for favorable policies and regulatory frameworks, UCRT focuses on fighting against prejudicial legislation, disenfranchisement, and negative actions by foreign investors and tourism companies. Protecting pastoral land rights requires deliberate policy interventions that recognize pastoralism as a productive and efficient use of resources. Although some existing laws and policies have been unfavorable and at times contradictory, UCRT has been successful with using legal frameworks that supports and upholds community rights, and will continue to invest energy into this key initiative overarching our core work.

<sup>7</sup> Alvarado, L. J. (2022) Study on consultation and free, prior and informed consent with indigenous peoples in Africa, The International Working Group for Indigenous Affairs (IWGIA): study on consultation and free, prior and informed consent with indigenous peoples in africa

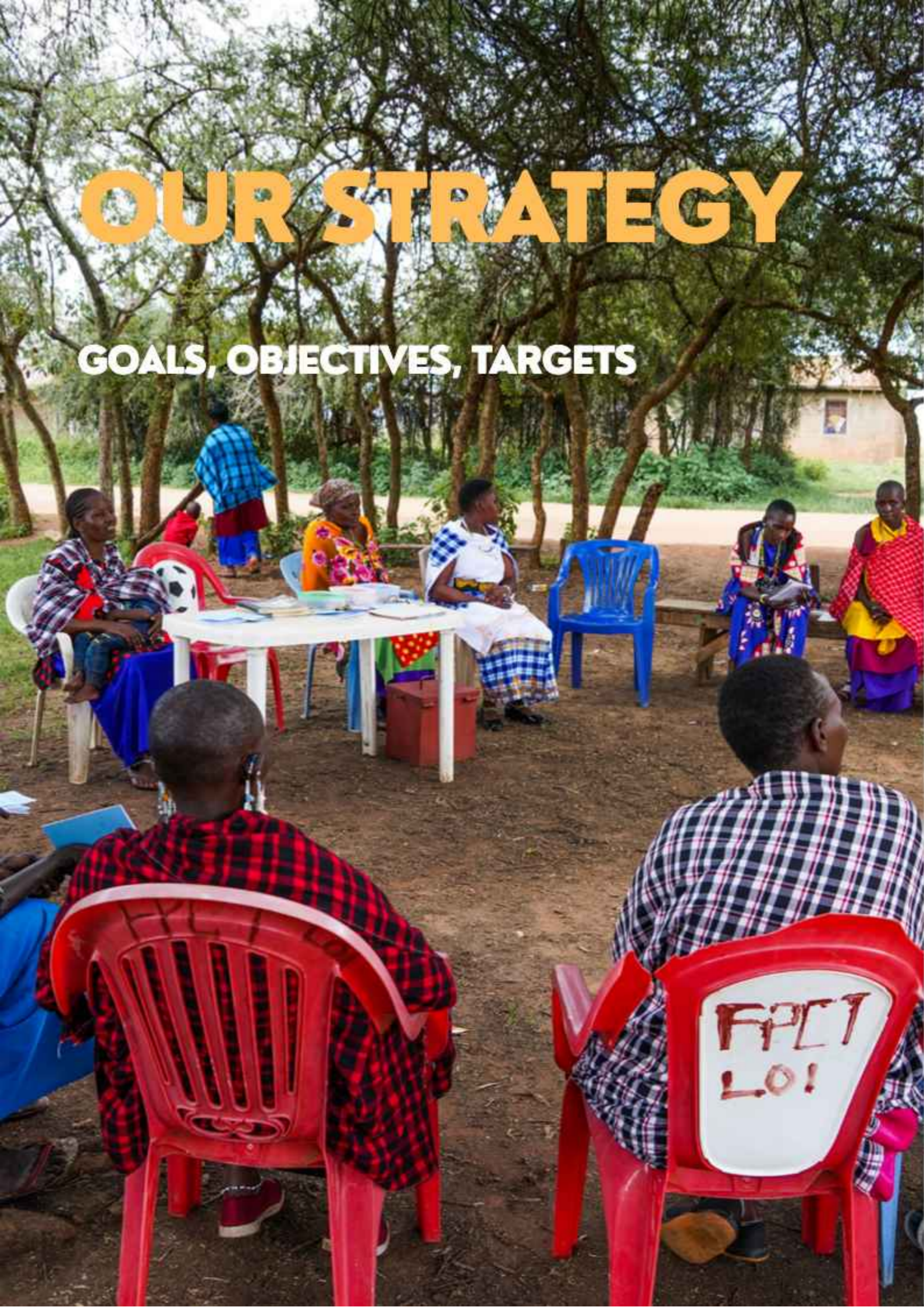
<sup>8</sup> Oakland Institute, Losing the Serengeti (2018) <https://www.oaklandinstitute.org/sites/oaklandinstitute.org/files/losing-the-serengeti.pdf>





# OUR STRATEGY

## GOALS, OBJECTIVES, TARGETS



## GOAL 1: SECURING COMMUNITY LAND RIGHTS

To manage and benefit from natural resources, people need to be able to access and use these environments that support their livelihoods. Internal and external pressures fragment land, compete with customary practices, bypass and weaken communal use and management, and contributing to a breakdown of local livelihoods and cultural practices. Securing rights is therefore critical to manage these pressures, reduce threats of resource conflict, and to enable communities to make decisions around their lifestyles. UCRT is invested in helping secure clear legal rights over village lands, and to defend those rights when they are threatened from external conflicts and alienation. This has included extensive conflict resolution between communities, government authorities, and private investors in places such as Loliondo and Simanjiro. Over the next five years, we will support communities to secure land rights by helping to resolve resource and boundary conflicts, support with the development and implementation of land use plans, and increase land under secure community tenure.

### OBJECTIVE 1: RESOLVE NATURAL RESOURCE CONFLICTS

With increasing conflict over resource use, UCRT will support specific villages. This includes facilitating conflict resolution processes related to boundary disputes and conflicts between land uses occurring in the same area. Land conflicts can lead to ripple effects such as investors withdrawing, loss of village and household income, food insecurity, and create more social and economic stress. Securing tenure through CVLs and CCROs enables threatened grazing areas to be connected across the landscape. In areas with LUPs and CCROs, it is critical that villages and wards have their own legal structures to resolve conflicts. This supports the long-term sustainability of land tenure and natural resource management mechanisms, ensuring they are respected and enforced after UCRT phases out support. The main outcomes include the resolution of boundary and resource conflicts, strengthened institutional capacity at the local levels, and expanded capacity of the traditional institutions and mechanisms already in place.

#### RESOLVE NATURAL RESOURCE AND BOUNDARY CONFLICTS

- » 20 boundary land conflicts will be resolved through mediation using customary and formal institutions in Simanjiro, Kiteto, Karatu, and Mbulu districts.
- » 10 boundary conflicts will be resolved through mediation between 10 villages across the landscape, prior to village surveys.

#### ESTABLISH CONFLICT RESOLUTION INSTITUTIONS

- » 81 land conflict resolution institutions will be established and equipped with skills and techniques to resolve land and natural resource-related conflicts in Simanjiro, Kiteto, Monduli, Hanang, Longido, Lake Eyasi, Monduli, Karatu, and Mbulu districts.
- » 9 village and 8 ward land tribunals will be established across our working landscape.
- » 7 village land councils will be formed and trained in Yaeda-Lake Eyasi, Karatu-Mbulu districts.

#### MEDIATE MULTI-LAND-USE CONFLICTS

- » Conflict resolution in 18 villages, over the diverse interests over land use in Loliondo and Sale division in Ngorongoro district.



## RESOLVE VIOLATION CASES

- » 30 rights violation cases will be resolved in Kiteto and Simanjiro districts.

## OBJECTIVE 2: SUPPORT LAND USE PLAN DEVELOPMENT AND IMPLEMENTATION

A Land Use Plan (LUP) is an important tool that helps communities to design and execute actions on the utilization of land and natural resources, while also defining the governance systems and structures of management. It includes community visions and expectations for future demands on the land and resources. The main outcome is robust land use plans that are informed by the grassroots, integrate the social, economic, and ecological values of the land, and result in improved harmony over the use and management of resources.

### DEVELOP NEW AND REVISE EXISTING LUPs

- » 21 new LUPs and 9 revised LUPs will be completed in Monduli, Kiteto, Simanjiro, Longido, and Karatu-Mbulu districts.
- » Participatory land use planning will be completed for 7 villages, and ministry-level survey and map registration will be completed for 7 villages in Yaeda-Lake Eyasi, Karatu-Mbulu districts.
- » Certificates of Village Land will be issued to 7 villages in Loliondo, Ngorongoro district.
- » 31 new LUPs will be developed in Monduli, Kiteto, Simanjiro, Longido, and Karatu-Mbulu districts
- » LUP Reviews will be completed in 4 villages in Yaeda valley and 6 villages in Hanang district.
- » Land Registry tools will be implemented for 5 villages in Loliondo, Ngorongoro district.

## OBJECTIVE 3: INCREASE AREA UNDER COMMUNITY LAND TENURE

UCRT will continue supporting communities to secure land and resource rights by facilitating Certificates of Village Land (CVLs), Land Use Plans (LUPs), and Certificates of Customary Right of Occupancy (CCROs). UCRT will expand the areas accessed and controlled by communities by increasing the area covered by CCROs and CVLs that have been approved and implemented in targeted villages. We aim to support villages based on need, focusing on areas where communities are experiencing significant challenges as competition for communal lands increases. These targeted areas are selected to secure rangeland connectivity beyond village and district borders, and across geographic programs. This will also support wildlife, livelihoods, and the benefits from ecotourism. The main outcome we would like to see is an expanded area under secure communal land tenure that improves livestock mobility and promotes greater connectivity across the northern rangelands.

### SECURE COMMUNAL LAND WITH CCROs

- » An additional 500,000 hectares of community land will be secured by 2027.
- » An average of 31 Communal CCROs and approximately 500 individual CCROs will be secured by 2027, and 7 CCROs will cover at least 70,000 hectares of grazing land in Longido.
- » Communal CCROs will be secured for 14 villages in the Loliondo and Sale divisions in Ngorongoro district.
- » 12 Communal CCROs will be secured in 16 villages in Kiteto district.
- » 11 Communal CCROs will be secured in 11 villages in Simanjiro district.

### FACILITATE MANAGEMENT PLANS AND NATURAL RESOURCE BYLAWS

- » CCRO preparation, management plans, and bylaws will be facilitated for areas set aside for livestock and forest conservation in 7 villages, adjacent to existing CCROs in Yaeda Lake Eyasi, Karatu-Mbulu districts.

## GOAL 2: SUPPORTING EFFECTIVE AND ACCOUNTABLE GOVERNANCE INSTITUTIONS

Securing land is a necessary foundation for communities to sustainably manage and benefit from their land and resources. Land and resources under secure communal tenure may still be vulnerable, however, so a next key step is strengthening the institutions responsible for management, and growing good governance. The Maasai, Barabaig, Akie, Sonjo and Hadzabe communities are entwined in multiple layers of governance, including formal and informal institutions that include traditional, local (village ward and district), regional, and national structures and processes. Strong, accountable, and transparent institutions across these networks are the centerpiece of the governance and management of natural resources, and after securing land tenure and zoning different uses through land use planning, strengthening governance institutions to be effective is the next priority for UCRT. Our goal is to strengthen institutions, increasing participation in local governance at village, ward, and district levels, and promote equitable representation in decision-making to promote sustainable natural resource management.

Governance institutions are instrumental for the enforcement of the tenure and management mechanisms UCRT promotes, such as LUPs and CCROs. UCRT strengthens local institutions to make collective decisions and enforce rules in several ways. First, we provide knowledge, helping communities to understand and recognize their rights. Second, we promote the integration of customary practices with formal governance. Third, we promote equity and participation, encouraging 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, recognized, and included in decision-making processes across different levels.

## OBJECTIVE 1: ESTABLISH AND TRAIN LOCAL INSTITUTIONS ON GOOD GOVERNANCE AT VILLAGE AND DISTRICT LEVELS

Strengthening community-based institutions is a critical step towards effective governance across a range of scales. This has been a core strategy of UCRTs work over the years, where we focus on training governance institutions and the communities we support. These include Village Land Use Management Committees, the Village Land Councils, and District Rangeland Advisory Committees. Additionally, through the Women Rights and Leadership Forums (WRLFs), UCRT catalyzes the ability of women to take on leadership roles, shape decision-making processes, and promote accountability. The main outcome is stronger village and district-level institutions, and greater representation and empowerment of women in leadership and decision-making.

### CREATE AND STRENGTHEN GOVERNANCE INSTITUTIONS

- » 22 governance institutions (Village Land Use Management Committees and Village Land Councils) will be formed and trained in Kiteto and Simanjiro districts.
- » 2 District Rangeland Advisory Committees will be created and 1 Committee will be strengthened and trained in the Loliondo and Sale divisions of Ngorongoro district.
- » 1 District Rangeland Guideline Manual will be developed for Kiteto district.



#### **BUILD COMMUNITY CAPACITY IN GOOD GOVERNANCE**

- » 364 members of Village Councils, Grazing Committees, Women, Youth, and Traditional Leaders' Representatives will be trained on good governance in 7 new villages in Kiteto district.
- » 572 members will be trained on good governance in 11 new villages in Simanjiro district.
- » 350 Village Council members will be trained on traditional leadership, WRLF, and good governance in Loliondo and Sale divisions, in Ngorongoro district.
- » 24 Village Councils will be trained on land acts, laws, the village land use planning process, and roles and responsibilities in Yaeda-Lake Eyasi, Karatu-Mbulu districts.

#### **INCREASE WOMEN'S REPRESENTATION IN LOCAL GOVERNANCE**

- » 10 or more women will be active members of their Village Councils in 7 villages in Longido district.
- » 50% of all decision-making bodies committees in 7 villages in Longido district will be constituted of women.

### **OBJECTIVE 2: BUILD CAPACITIES OF LOCAL GOVERNANCE INSTITUTIONS ON HOLISTIC RANGELAND MANAGEMENT AT THE VILLAGE, WARD, AND DISTRICT LEVELS**

The focus is to support communities with Holistic Rangeland Management practices by strengthening their capacities in decision-making frameworks and planning processes (through Village Land Use Management and Grazing Committees). The outcome is more local Institutions empowered in designing, managing, and evaluating their rangelands, meeting pastoralists' needs by increasing land productivity, stocking rates, and returns, without compromising the long-term capability of the nature-based resource.

#### **STRENGTHEN HOLISTIC RANGELAND MANAGEMENT SYSTEMS AND KNOWLEDGE**

- » 106 District Officials will be trained in traditional and holistic rangeland management systems in Kiteto and Simanjiro districts.
- » 15 Village Councils and 16 District Staff will be trained on holistic rangeland management for natural resource-based livelihoods options in Ngorongoro district.

#### **ESTABLISH AND TRAIN VILLAGE LAND USE MANAGEMENT AND GRAZING COMMITTEES**

- » 4 VLUMs and 4 Grazing Committees will be established and functional in Monduli district.
- » 4 VLUMs and 4 Village Grazing Committees will be trained on their roles and responsibilities in Longido and Ngorongoro districts.

### **OBJECTIVE 3: CREATE AWARENESS IN VILLAGE GENERAL ASSEMBLIES**

The Village General Assembly is the supreme village body that manages land and natural resources, approves land transactions, and makes decisions at the village level. Members of the General Assembly are responsible for making decisions over land and natural resource use, and strengthening their capacity is crucial to sound decision-making about village issues. UCRT focuses on promoting and ensuring strong participation in General Assemblies in processes related to land use, natural resource management, and any development in the targeted villages. The outcome is strengthened community capacity, improved natural resource learning, and improved decision-making flows within Village General Assemblies.

#### **BUILDING COMMUNITY CAPACITY AND NATURAL RESOURCE MANAGEMENT LEARNING**

- » 2,100 participants from 7 villages in Kiteto, and 3,300 participants from 11 villages in Simanjiro district, will be trained on land, natural resource management, women and youth rights, and good governance.
- » Awareness will be created for 14 Village General Assemblies on land and natural resources use rights and management in Ngorongoro district.

#### **SUPPORT VILLAGE ASSEMBLIES**

- » 12 Village General Assemblies in Yaeda-Lake Eyasi, Karatu-Mbulu district, will be supported by the National government to endorse village approvals.
- » 7 Village General Assemblies will be supported in Longido district.
- » 40% increase in the participation of youth and women in General Assemblies in Monduli district.

## **GOAL 3: STRENGTHENING SUSTAINABLE MANAGEMENT OF COMMUNAL RESOURCES**

Once land and resources are secure and the local institutions that oversee them are strengthened, 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. Through holistic rangeland management, healthier rangelands will ensure greater resource availability, contribute to wildlife conservation, and fortify communities' adaptive capacity to climate change. With stronger management capacity, communities will be able to see more benefits from their natural resources through activities such as holistic grazing, livestock-keeping, carbon trading, and other economic enterprises related to rangeland management. This in turn promotes greater motivation to manage and govern these resources responsibly. Our goal is to strengthen joint village management and grazing plans, increase landscape connectivity, and promote more integration of customary practices with modern approaches to most effectively and sustainably manage resources.

### **OBJECTIVE 1: SUPPORT AND IMPROVE RANGELAND MANAGEMENT**

Holistic rangeland management focuses on the restoration and revival of the socio-ecological system, creating social and economic benefits while improving the natural environment. We recognize that the success of communal grazing CCROs depends on their sustainable management by the villages who own them. Village CCRO Committees are comprised of traditional leaders, entrusted with ensuring that CCROs are well-managed. With authority to ensure certain agreed norms and customs are followed, these traditional leaders collaborate across village, ward, and district boundaries to coordinate how grazing is managed on a wider scale throughout the rangelands. Training for livestock owners and herders will help improve animal husbandry, land reading, and soil and vegetation cover. The main outcome is the strengthened abilities of these communities to share and sustainably manage rangeland resources, both within and across villages.



## IMPROVE RANGELAND MANAGEMENT

- » A Study will be undertaken to establish carbon capturing, and carbon credit projects will be established for 2 Villages in Loliondo and Sale divisions, in Ngorongoro district.
- » Cross-village Rangeland management committees will be established in 7 villages in Yaeda-Lake Eyasi, Karatu-Mbulu district.
- » Rangeland management practices will be improved in 7 villages in Longido district through training, setting aside grazing blocks, and creating grazing rotation calendars.
- » 7 natural resource governing by-laws will be approved in Longido district.
- » Holistic grazing plans will be developed in 11 villages in Monduli district.
- » 12 Grazing Coordinators will be trained in Longido district.
- » 15 Village Councils will be trained in Ngorongoro district to improve rangeland management.
- » A business management plan will be established in Hanang' district, including a certificate of incorporation for KIDAGA on soda ash in Gendabi.

## SUPPORT TRAINING AND UPSKILLING FOR HOLISTIC GRAZING MANAGEMENT

- » 33 grazing coordinators will be trained on the key principles of holistic rangeland management in Monduli district.
- » 154 herders will be trained on holistic rangeland management in Kiteto district.
- » 210 key livestock owners from 9 new villages in Kiteto and Simanjiro districts will be trained on holistic rangeland management plans to enhance implementation and enforcement of the plans on the ground.
- » 220 herders will be trained on holistic planned grazing management in Monduli district.

## OBJECTIVE 2: ENHANCE RANGELAND HEALTH AND CONNECTIVITY

Rangeland connectivity is critical for enhancing healthy ecology that supports livestock mobility across the defined village boundaries. Landscape connectivity allows livestock and wildlife to move freely to access food, water, shelter, and breeding habitat. It also enables pastoralist mobility as an adaptive strategy in response to climate change, with grazing calendars that allow grassland regeneration while maintaining livestock and environmental health. UCRT will continue working with Grazing Committees to build their knowledge and skills on rangeland management at the village level, and will help them to develop cross-border grazing and land use agreements with connected villages to manage grazing beyond CCRO borders. Cross-border MOUs between villages with communal grazing CCROs will support livestock and wildlife mobility and ensure resources are shared fairly beyond village borders. The outcome will be greater rangeland connectivity that supports livestock and wildlife mobility, supports climate change adaptation and resilience, and maintains biodiversity and grassland health.

## ESTABLISH VILLAGE GRAZING PLANS AND BYLAWS

- » 7 Village Grazing Committees will be established in Yaeda-Lake Eyasi, Karatu-Mbulu district.
- » Holistic grazing management practices will be introduced in 14 new villages in Kiteto and Simanjiro districts, to ensure enough forage for livestock availability throughout the year and support land security.
- » Two Memorandum of Understanding (MOUs) will be signed on joint Cross Village Rangeland Management Plans in Longido district.
- » Memorandum of Understanding (MOUs) for 14 villages in Loliondo and Sale division in Ngorongoro district will be established, supporting rangeland connectivity.
- » Rangeland bylaws will be established to control encroachment into communal grazing land for 15 villages in Ngorongoro district.

- » 2 Joint Grazing Agreements (MOUs) will be developed, reviewed, and signed to enhance safer mobility of livestock and wildlife across village landscape in Monduli district.
- » A Connectivity Land Use plan will be established for 5 villages with bylaws and grazing committees in place in Yaeda-Lake Eyasi, Karatu-Mbulu districts.

## IMPROVE RANGELAND HEALTH AND BIODIVERSITY

- » Conduct an assessment report on the ecological improvement of rangeland health before and after intervention, such as from VLUPs and holistic rangeland management practices.
- » Grazing connectivity and forest protection in Hanang' will be strengthened by undertaking a situational analysis and improving governance Institution capacity.
- » Invasive species across 200 acres in Monduli district will be uprooted by 2024.

## OBJECTIVE 3: BUILD COMMUNITY PROTOCOLS ON EQUITABLE RESOURCE DISTRIBUTION AND MANAGEMENT

UCRT works to ensure that in all operating programs, communities are able to establish rules and regulations that enable and enforce the fair distribution of resources. The objective is to ensure that equitable community protocols are mainstreamed within social management and governing institutions, and that community-based protocols are established in a collaborative manner to ensure their enforcement and effectiveness. The main outcome we would like to see is strengthened modalities and processes for equitable resource sharing.

## STRENGTHEN COMMUNITY PROTOCOLS AND RESOURCE SHARING SYSTEMS

- » 10 percent of collected revenue from carbon trading and tourism will be allocated for youth and women in five villages in Yaeda-Lake Eyasi, Karatu-Mbulu district.
- » 11 MOUs will be signed between 22 villages for sharing pasture and water for livestock in Kiteto and Simanjiro districts.

## OBJECTIVE 4: BUILD AND COORDINATE COMMUNITY-BASED ORGANIZATIONS (CBOS) FOR BETTER NATURAL RESOURCE MANAGEMENT

UCRT will ensure that community-based organizations are supported with the adequate systems and have the necessary skills. The main outcome will be that CBOs have strengthened systems and improved skills to support sustainable natural resource management and the resilience of communal livelihoods.

## SUPPORT CBOs AND VILLAGE COUNCILS ON NRM

- » 200 Village Council members that includes traditional, women, and youth representatives from 3 villages in Simanjiro district will be trained on natural resource management, communication, and using data on encroachment, wildlife, and intruders for improved decision making.
- » Three community-based organizations (CBOs), including Hadzabe, Blacksmith, Datoga and Guide Association, will have participatory and transparent systems in place in Yaeda-Lake Eyasi, Karatu-Mbulu districts.
- » Support will be provided to register JUWAMA and KIDAGA as Producers Organizations in Hanang' district.



## GOAL 4: INCREASING OPPORTUNITIES FOR NATURE-BASED LIVELIHOODS

When community natural resource management is strengthened, functional structures and protocols are in place to manage resources fairly, and traditional livelihoods are supported, there is greater participation and ownership in the equitable governance and management of the resources. This provides the foundation for more community members to benefit from resource-based enterprises, improving social and economic conditions while providing incentives for sustainable management and conservation.

UCRT builds community capacity to engage in natural resource-based enterprises such as eco-tourism, carbon projects, easements, and livestock production. Building on the success of carbon revenue generation for villages in Lake Eyasi and Yaeda Valley, and forest protection benefits for Hadzabe communities of Domanga and Mongo wa Mono, UCRT will continue to support communities to engage with carbon projects. Livestock are integral to the livelihoods of pastoral communities and UCRT has also identified a need to support activities with improving livestock health and productivity. This is already ongoing through holistic rangeland management training and practices along with support to livestock cooperatives, with collaboration from the The Nature Conservancy (TNC) and Tuhifadhi Maliasili, a USAID-funded project implemented by RTI (Research Triangle Institute) International. We are also at the stage of piloting livestock fattening and marketing, with planned exchange learning trips to Zambia to help develop a model that is conducive for our context. Our goal is to strengthen opportunities for nature-based livelihoods, including building strategic partnerships, improving communities' financial skills, and their capacity to engage in diverse economic activities.

### OBJECTIVE 1: BUILD THE CAPACITY OF COMMUNITY INSTITUTIONS IN FINANCIAL MANAGEMENT AND ENTERPRISE DEVELOPMENT

UCRT will continue to build strategic partnerships with ethical investors and organizations skilled in nature-based enterprise development, supporting communities with opportunities to improve their financial skills. UCRT will work closely with WRLFs and VCs to support financial management training. The outcome is improved financial management, and better capacity to engage in economic enterprises.

#### IMPROVE FINANCIAL MANAGEMENT SKILLS

- » 1152 participants from 18 villages in Simanjiro will be trained in basic financial management skills to enhance effective oversight of village revenues and women's income generation activities.
- » 960 participants from 15 villages in Kiteto around Makame Wildlife Management Area (WMA) will be trained on basic financial management skills.
- » 12 Village Councils in Yaeda-Lake Eyasi (Karatu-Mbulu districts) will be supported with financial training.
- » 1 livestock cooperative will be trained on business plans and financial management skills to enhance the effective execution of their roles and responsibilities in Monduli district.

- » 360 participants from 8 villages around Makame WMA will receive basic financial management skills for better management of village revenues from forest carbon and trophy hunting.
- » 135 participants from 3 villages in Simanjiro, neighbouring Tarangire National Park, will receive basic financial management skills for better management of village revenues.

#### SUPPORT ECOTOURISM ACTIVITIES

- » The community will gain 40% of revenue generated from ecotourism activities in Ngorongoro district.

### OBJECTIVE 2: BUILD CAPACITY OF COMMUNITIES TO NEGOTIATE FOR FAIR CONTRACTS WITH PARTNERS

Building on the financial management skills, UCRT will help communities connect with investors, broker and negotiate fair and equitable contracts and deals, and establish and scale-up carbon enterprises. The outcome of this objective are communities that are equipped with the necessary skills, knowledge, and agency to manage and benefit from carbon enterprises.

#### ESTABLISH FAIR CARBON CONTRACTS

- » Forest carbon projects with carbon qualifications will be established in 13 new villages in Simanjiro district.
- » Forest carbon projects with carbon qualifications will be scaled up in 6 new villages, in Kiteto district.
- » The establishment of 29 fair contracts between villages and carbon investors will be facilitated in Monduli, Longido, and Simanjiro districts.
- » 46 villages will sign fair contracts with private carbon investors in Simanjiro and Kiteto districts.
- » 4 local institutions will be ready to sign fair contracts with partners in Longido district.
- » 1 local institution will be ready to sign fair contracts with partners in Engare-sero village, Ngorongoro district.

#### TRAINING ON CARBON CREDIT NEGOTIATION AND ESTABLISHMENT

- » 2 villages in Hanang' district will be trained on carbon credit, negotiation and establishment
- » 4 villages in Ngorongoro will be trained on carbon credit negotiation and establishment at district, community, and business/buyers level.
- » 2280 participants from 57 villages will be empowered on how to negotiate fair contracts on carbon trading based on the Control & Management of Carbon Trading Regulations (2022), in Monduli, Longido, and Simanjiro districts.
- » A Women's group will be established to engage in microfinance projects through working on energy-saving stoves for Olalaa, Piyaya, Malambo, and Olamanie villages, in Ngorongoro district.

### OBJECTIVE 3: IMPROVE LIVESTOCK PRODUCTION AND HEALTH

Livestock have a unique and essential role in pastoral culture. It is central to their ways of being, and the community position, nutrition, food security, personal health, and cultural practices are all intimately intertwined with livestock, their management, and the wildlife and the grasslands that support them. UCRT has promoted Livestock productivity by helping communities establish and manage grazing land while improving biomass and grass management for herds of livestock. Better grazing land produces better, more valuable livestock. Livestock management and production is also about ensuring that herders are economically stable. In addition to promoting healthy grazing lands, UCRT provides livestock productivity support by enhancing livestock entrepreneurs, mobilizing and strengthening market outlets, marketing information for livestock, and improving the product value



chain. We also help to organize livestock herders, link them to markets, connect them with service-provision needs, and promote livestock extension services. The main outcome is improved ecological health along with increased economic benefits from the production, marketing, and sale of livestock.

#### **SUPPORT TRAINING AND UPSKILLING FOR LIVESTOCK MANAGEMENT**

- » 140 Community Animal Health Workers (CAHWs) from 21 villages in Kiteto, Simanjiro and Makame WMA, across the landscape, will be trained on animal health and treatment, and equipped with appropriate tools to improve livestock productivity and increase income.
- » 13 villages in Yaeda-Lake Eyasi, Karatu-Mbulu districts, are trained in animal husbandry.
- » Strengthened capacity of Engare-sero livestock association and grazing land, to ensure better marketing systems and information for livestock entrepreneurs in Ngorongoro district.
- » 160 village institutions in Longido and Monduli districts will be trained on raising improved breeds of livestock that are tolerant to semi-arid lands, to enhance livestock productivity.
- » 360 village institutions across the landscape will be trained on improved breeds of livestock that are tolerant to semi-arid lands, to enhance livestock productivity.

#### **ESTABLISH LIVESTOCK FATTENING GROUPS**

- » Facilitate establishment of 26 livestock fattening groups in 9 villages resulting in increased income among group members around Makame Wildlife Management Area (WMA).
- » 26 Livestock fattening groups linked to markets from 15 villages, in Kiteto and Simanjiro districts.

## **GOAL 5: IMPROVING SOCIAL AND ECONOMIC EMPOWERMENT**

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 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. Social justice is a key guiding value for UCRT's work. We believe that improving the lives of pastoralists, agro-pastoralists, and hunter-gatherers will be incomplete if marginalized members of these communities are left behind. Our goal is to empower these marginalized groups both socially and economically, strengthening the linkages between communities, and broadening networks for knowledge-sharing, learning, and solidarity.

#### **OBJECTIVE 1: ESTABLISH AND BUILD CAPACITY OF WRLF AND CLF PLATFORMS**

Women's Rights and Leadership Forums (WRLFs) and Customary Leadership Forums (CLFs) have been established at village, ward, and wider district scales to promote solidarity and engagement on local and regional land conflicts. These forums are provided with technical training on land policy, law, and administration. The forums mobilize women and the wider community to collectively address threats to their lands, demand accountable governance and participatory decision-making by local elected leaders, and ensure all community members' views are taken into account in land management decisions. WRLFs also promote economic empowerment through skills and financial training. In

Longido District, women's leadership forums have embarked on their own fundraising for livelihood and microcredit projects. The outcome of this objective is greater social empowerment and financial independence for women's groups.

#### **ESTABLISH AND STRENGTHEN WRLF AND CUSTOMARY LEADERSHIP FORUMS**

- » 24 WRLFs established and trained in 24 villages in Kiteto, Simanjiro, and Monduli.
- » 52 already established WRLFs will be strengthened on governance, natural resource management, land laws, leadership, and land rights in Kiteto and Simanjiro districts.
- » Strengthened WRLF and CLF at Ngorongoro district level, supporting a joint gender-based platform of community leadership.
- » 3 WRLFs will be established and seed capital provided to 3 WRLFs microfinance institutions in Longido district.

#### **OBJECTIVE 2: SUPPORT LAND AND PROPERTY OWNERSHIP FOR WOMEN**

This objective aims to support gender equality in property ownership in targeted communities, and to ensure land tenure systems are improved for women. This objective helps with promoting increased land and property ownership for women. The main outcome will be increased confidence and empowerment of women to demand and manage their property.

#### **INCREASE LAND AND NATURAL RESOURCE SECURITY FOR WOMEN**

- » 160 women will be supported to own individual CCROs in Kiteto and Simanjiro districts.
- » 500 women will be supported to own individual CCROs in Hanang' district.
- » 60 women will be enabled to be allocated land by Village Councils in Kiteto and Simanjiro district.

#### **OBJECTIVE 3: ADDRESS ECONOMIC GAPS TARGETING WOMEN, YOUTH, AND MARGINALIZED GROUPS**

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, there is a need to increase women's monetary income if they are to be leaders within their communities. UCRT will continue supporting options to increase women's financial security beyond property ownership through Women Rights and Leadership Forums. We will work closely with partners who already have skills in nature-based enterprise development to bring additional knowledge, skills, and opportunities to the WRLFs. The main outcome will be more economically empowered women, with the capabilities to make better livelihood and household decisions.

#### **STRENGTHEN ECONOMIC CAPABILITY OF WOMEN AND KEY IMPACT GROUPS**

- » Training of Trainers for 30 VICOBA groups in Kiteto and Simanjiro districts.
- » 25 VICOBA groups will be established and trained in Kiteto district.
- » 5 VICOBA groups will be established and trained in Monduli district.
- » 4 new Microfinance Groups will be established in Hanang' district, and existing groups, JUWAMA, KIDAGA and Mamanyuk, will be strengthened.

#### **STRENGTHEN LEADERSHIP REPRESENTATION**

- » Women in local government leadership in Longido district will increase by 30%.
- » Women attendance in General Assembly meetings in 7 villages will increase by 20%.



#### **OBJECTIVE 4: CONTINUE ROLLING OUT THE 'SECURE YOUR FAMILY'S FUTURE' (SYFF) CURRICULUM**

This objective aims to re-shape cultural values, norms, and attitudes within the traditional community. Gender-based violence and gender equity are the main focus of this objective, where men and women at the family level are able to make fair decisions over property ownership, use, and management. The outcome of this objective is the enhanced position and respect of women in their families and wider communities.

##### **TRAINING ON SYFF CURRICULUM**

- » 3 villages will be trained on the SYFF curriculum in Monduli district.
- » 460 participants will be trained on SYFF curriculum in 22 villages in Kiteto and Simanjiro districts.

### **GOAL 6: IMPROVING THE POLICY ENVIRONMENT**

Policy and regulatory issues tend to be beyond the reach of many local communities, but 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 continue participating in advocacy and policy dialogue to shape supportive conditions for sustainable community-based natural resource management in northern Tanzania, informing community members about their rights under these policies. We will support our communities to be their own advocates on issues of concern to them, and we will continue to advocate for the rights of communities in our working areas through networks and alliances such as the Tanzania Land Alliance, the Community Wildlife Management Areas Consortium, and other like-minded partners. By engaging with these partners, we will bring our direct experience with people on the ground and help represent their voices, needs, and opinions at a higher level. Our goal is to use advocacy, dialogue, and multi-stakeholder collaboration to safeguard laws and policies that support indigenous communities, and to challenge those that are unsupportive and contradictory.

#### **OBJECTIVE 1: COLLABORATE WITH OTHER STAKEHOLDERS TO BUILD NETWORKS AND PARTNERSHIPS TO INFLUENCING POLICY CHANGE**

Collaborative approaches to influence policy change is done by working with existing networks and partners. We will build strong advocacy strategies to challenge the unfavorable policies and laws that undermine local community management of land and natural resources, while creating stronger synergies between communities and relevant ministries.

##### **CONDUCT WORKSHOPS**

- » 2 workshops will be conducted to establish or strengthen existing platform(s) to advocate for policy change in collaboration with other stakeholders.
- » 3 workshops will be conducted to showcase communal CCROs as part of the Ujamaa model that can be used as an integrated framework to support indigenous people's livelihoods and conservation.





# ORGANIZATIONAL STRENGTHENING

UCRT'S WORK AND IMPACT WILL ONLY BE AS EFFECTIVE AS THE ORGANIZATION ITSELF. THEREFORE, ORGANIZATIONAL STRENGTHENING AND BUILDING INTERNAL CAPACITY IS A KEY GOAL FOR THE NEXT FIVE YEARS. WE WILL WORK TOWARDS THE FOLLOWING OBJECTIVES TO ENSURE THE ORGANIZATION IS STRENGTHENED AND CAN IMPLEMENT THIS STRATEGY:

## IMPROVE MONITORING, EVALUATION, AND LEARNING SYSTEMS

Monitoring, Evaluation, and Learning (MEL) is critical for strengthening existing research and documentation practices, to monitor UCRT's work in the communities, and to ensure that we can measure impact within the landscape. UCRT aims to improve our MEL system to help track progress using a collection of high quality and reliable data, and to set up reliable mechanisms for measuring results and knowledge management to inform decision making and improve our work. To support our learning, we will strengthen our internal capacity. To do this, we will actively identify and address organizational gaps through interventions that enable us to better document and share our research learnings with stakeholders and partners.

- » Develop an MEL plan.
- » Update and strengthen data flow within the MEL system.
- » Strengthen the capacity of UCRT team members in various fields related to MEL.
- » 2 UCRT staff are skilled in the development of research questions.
- » 1 workshop with stakeholders to validate research findings.

## IMPROVE HUMAN RESOURCES AND SUPPORT SYSTEMS

To achieve our vision and mission, we recognize the importance of having a strong team equipped with the necessary skills and knowledge. In this objective, UCRT aims to strengthen its team by prioritizing career growth and professionalism. In addition, we will strengthen human resource systems, policies, and procedures that support staff, guide the management of resources, and ensure accountability. By 2027, have a systematic staff appraisal process internalized within the organization. Identify and prioritize staff capacity building needs.

- » By 2027, have acquired a human resource software system and it is being used internally.

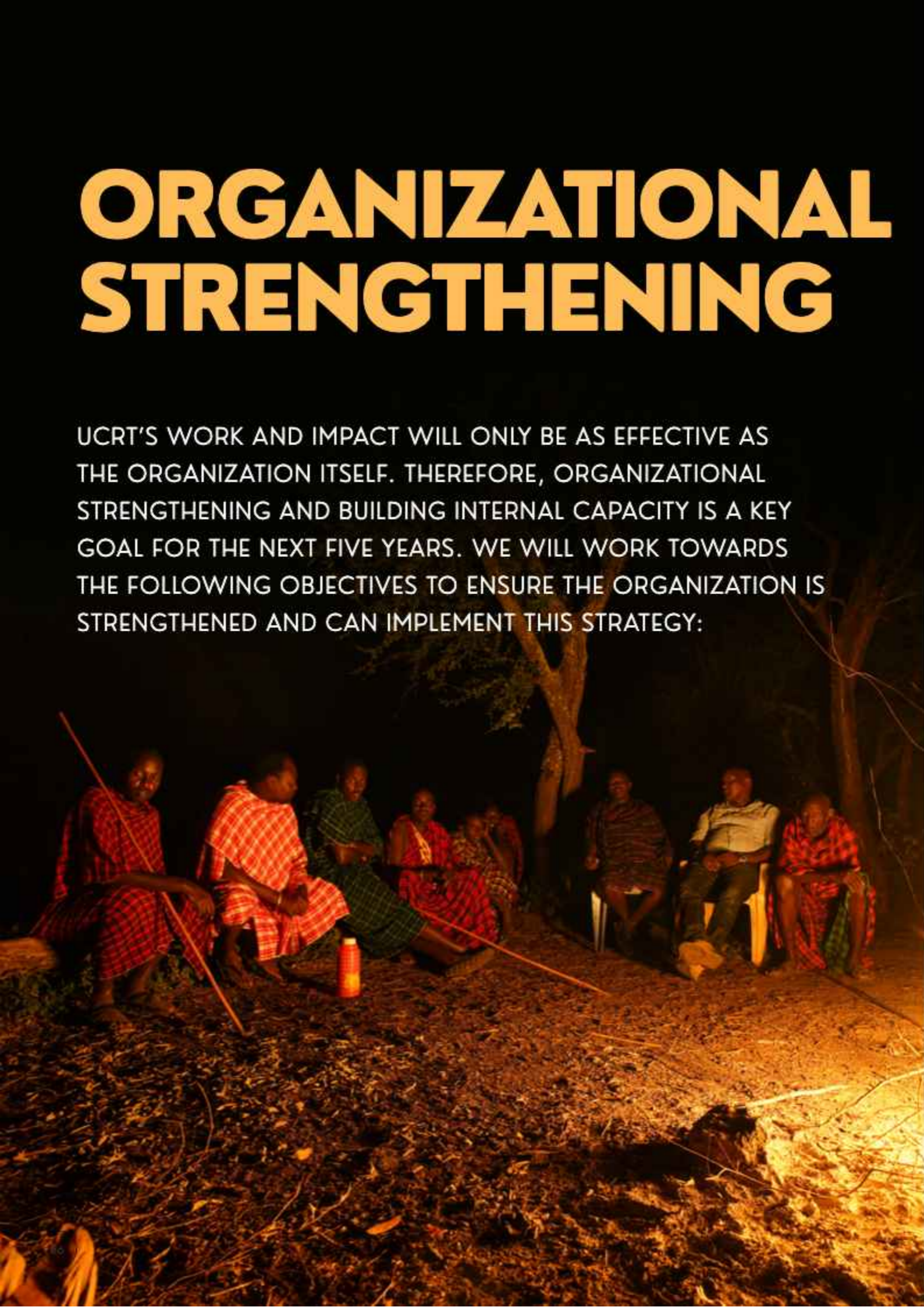
## STRENGTHEN EFFECTIVE COMMUNICATIONS

- » To broaden our impact, communicate our learnings, and secure more resources, UCRT needs to continue building productive collaborations and relationships, and become more effective at communicating our impact to partners, government, and potential supporters. While UCRT is considered to be a leading and respected leader on community land rights and best practices for natural resource management, we need to better document and share our work. This will help build trust and add credibility to our work, while supporting our advocacy efforts and expanding networking opportunities.
- » Strengthen media engagement locally and internationally.
- » Increase documentation of UCRT's projects and thematic areas.
- » Raise funds for communications.

## IMPROVE FUNDRAISING

This objective is to ensure UCRT is expanding its financial resources through a strategic fundraising approach that diversifies funding sources. UCRT will improve communication, effective planning, and rigorous execution to raise the resources needed to implement its strategy over the next five years.

- » Develop a fundraising plan.
- » Explore operating reserve options.
- » Support social investments to generate income.











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