



**EASTERN ARC MOUNTAINS CONSERVATION ENDOWMENT FUND**

**(EAMCEF)**

**MFUKO WA HIFADHI YA MILIMA YA TAO LA MASHARIKI**

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## **GUIDELINES FOR LOCAL ADVISORY COMMITTEES (LACs)**

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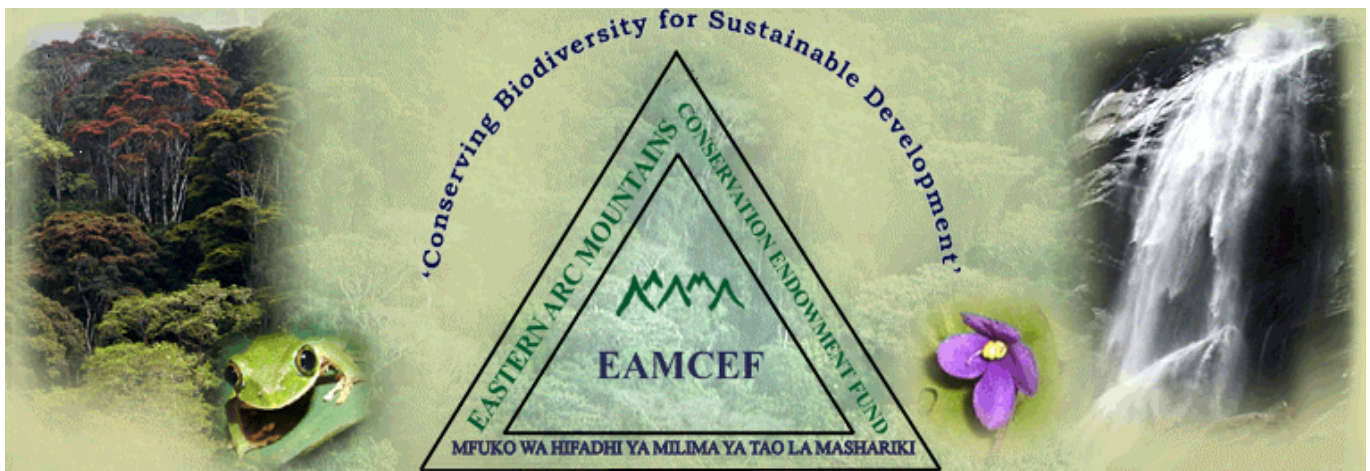
## Foreword

In today's World of globalization, good governance and sustainable development, it is imperative that clear guidelines and feasible procedures are well put in place every time a new socio-economic development or conservation initiative is operationalized so that potential conflicts can be minimized at local, national and international levels. These Guidelines for Local Advisory Committees constitute one of the principal documents that have so far been developed by the Eastern Arc Mountains Conservation Endowment Fund (EAMCEF).

The Guidelines have been prepared in order to provide the details necessary for the formation of Local Advisory Committees, for the carrying out of their functional responsibilities and for the manner in which Local Advisory Committees are supposed to conduct their operations in each of the target Districts. In this context, target Districts are those Districts for the time being receiving EAMCEF funding for projects targeting some focal forest sites in the Eastern Arc Mountains.

It is my sincere hope that, members of the Local Advisory Committees and the responsible local authorities will find these Guidelines useful for meeting the conservation objectives for the Eastern Arc Mountains and the aspirations of the principal stakeholders

***Francis B.N. Sabuni***  
**Executive Director**



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## *List of Acronyms*

BOT	Board of Trustees
CBO	Community Based Organization
DCSCE	District Council Standing Committee for Environment
EAMCEF	Eastern Arc Mountains Conservation Endowment Fund
ED	Executive Director
EFS	Endowment Fund Secretariat
GEF	Global Environment Facility
IDA	International Development Association
LAC	Local Advisory Committee
NGO	Non-Governmental Organization



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# **GUIDELINES FOR LOCAL ADVISORY COMMITTEES (LACs)**

## **1. BACKGROUND**

### **1.1 Introduction**

The Eastern Arc Mountains Conservation Endowment Fund (EAMCEF) is a Trust Fund established in Tanzania as a mechanism to provide long-term reliable support for Community Development, Conservation Projects, and Research Activities, which promote the biological diversity, ecological functions and sustainable use of natural resources in the Eastern Arc Mountains of Tanzania. Activities which will contribute to the promotion of economic development and social welfare of the local communities in the target areas, while ensuring the conservation of the biodiversity of the Eastern Arc Mountains, are given high priority for funding by EAMCEF.

Major Mountain blocks of the Eastern Arc spread over fifteen districts in five regions of Tanzania namely, Tanga (East and West Usambara, and Nguu Mountains), Kilimanjaro (North and South Pare Mountains), Morogoro (Nguru, Uluguru, Ukaguru, Udzungwa, Malundwe, Mahenge and Rubeho Mountains), Dodoma (Rubeho Mountains) and Iringa (Udzungwa Mountains). The mountain blocks in Tanzania cover a total land area of approximately 5350km<sup>2</sup>.

The Eastern Arc is recognized globally as part of one of the 34 biodiversity hotspots characterized by high concentrations of endemic species currently under great threat. The biodiversity of the Eastern Arc Mountains is of great value locally for mitigating the impacts of rural poverty. Forest and woodland products such as firewood, construction material, medicinal herbs, wild fruits and other food materials account for about 40% of total household consumption in some forest adjacent communities in the Eastern Arc Mountains.

Nationally, the Eastern Arc Mountain forests form major catchment areas, which collectively provide water for most of the nation's coastal communities accounting for about 25% of Mainland Tanzania's population and most of the major industries in the Country. Hydro-electricity energy production in Tanzania is heavily dependant on maintaining the integrity of these forests. About 60% of Tanzania's electricity is generated from hydropower stations whose water sources originate in the Eastern Arc Mountain Forests, e.g. Kidatu, Mtera, Hale, Nyumba ya Mungu and Kihansi hydropower plants.

The Eastern Arc Mountains Conservation Endowment Fund is a joint initiative of the Government of the United Republic of Tanzania, the World Bank and the Global Environment Facility (GEF). EAMCEF was officially registered in Tanzania on 6<sup>th</sup> June, 2001 under the Trustees' Incorporation Ordinance No. 375 of 1956. Governed by a Board of Trustees (BOT), the Fund operates as an independent, Not-for-Profit Non-Governmental Organization (NGO) with its day-to-day operations being run by the Endowment Fund Secretariat (EFS) based in Morogoro and headed by an Executive Director (ED).

The main intention of establishing the Trust Fund is to address the need for a long-term sustainable approach to funding the conservation of forest biodiversity in this important ecosystem. The approach recognizes the importance of gaining community support for conservation initiatives and in finding creative and innovative ways to finance priority community projects while linking that project financing to biodiversity conservation. Success requires building effective local institutions and ensuring that communities understand the importance of conservation to their economic and social well-being. These efforts require a long-term investment.

In response, the EAMCEF will receive a \$7 million endowment that will allow it to support its conservation agenda in perpetuity. Endowment funding from the GEF is expected in early 2006. Currently EAMCEF operates with a grant of \$2 million made available through an IDA credit facility under a larger World Bank funded forestry project. These funds will finance activities and operations during the organization's first phase – the establishment phase.

The establishment phase is planned to last for the first five years, 2002 – 2007, and will mainly concentrate in getting the Endowment Fund Secretariat in place and functional – staff recruitment, office accommodation, procurement of essential equipment, basic supplies/ materials and establishment of operational procedures. In addition, grant making procedures will be put in place and grants provided for research, targeted conservation priorities, and community development activities at a pilot level during this first phase.

Funding of the second phase- the implementation phase is expected to come mainly from incomes generated from the investment of the endowment capital secured from the GEF commitment of US\$ 7.0 million, along with additional money that EAMCEF can raise from other donors or through specific activities.

The implementation phase will be dominated by full scale funding of field activities in three priority thematic areas namely,

- Community based development and conservation activities for improvement of rural livelihoods of forest adjacent communities.
- Applied biodiversity research relevant to the conservation of biodiversity in the priority Eastern Arc Mountains.
- Forest reserve and protected areas management to improve the ecological functions of the ecosystem and to strengthen the management capabilities of the responsible institutions.

## **1.2 Policy Framework and Guiding Principles**

### **1.2.1 Motto**

The EAMCEF's Motto is "Conserving Biodiversity for Sustainable Development"

### **1.2.2 Vision**

A Conservation Fund sufficiently endowed to provide the financial resources necessary to ensure effective, long-term conservation and management of forest biodiversity in the Eastern Arc Mountains of Tanzania.

### **1.2.3 Mission**

Catalyze resources to foster conservation of forest biodiversity in the Eastern Arc Mountains of Tanzania through investment in sustainable community development, sustained financing for protected areas management and financial support to applied research.

### **1.2.4 Aims and Objectives**

1. To promote the protection of biological diversity in the Eastern Arc Mountains, targeting priority areas of significant diversity.

2. To promote the involvement of local communities in the conservation and sustainable management of the natural resources and bio-diversity of the Eastern Arc Mountains and to assist them in benefiting from such conservation and sustainable management.
3. To ensure that benefits, whether financial, technical or material arising from the Trust's activities, pass to local communities in its areas of operation.
4. To provide long-term reliable support for projects and research which promote the conservation of biological diversity and sustainable use of natural resources in the Eastern Arc Mountains and contribute to the promotion of the economic and social welfare of the communities in the area.
5. To promote the collection and dissemination of information and advice concerning the Eastern Arc Mountains and their global conservation value.
6. To engage in fund-raising activities to obtain resources that shall finance the objectives of the Trust.
7. To enter into covenants or agreements, including but not limited to: joint management agreements, leases, and licenses with other identified stakeholders, including local communities and central and local governments, the business community, the private sector, and individuals, all with respect to any land and immovable property that may have been acquired by the Trust, PROVIDED ALWAYS that such agreements shall be in the long-term interests of the Trust.
8. To provide liaison between government agencies, civil society and the private sector in conservation and environmental matters.
9. As an insubstantial part of the activities of the Trust and only to the extent permitted by a public charity organization, to advocate for policies, regulations and laws that are designed to promote sustainable development and conservation.
10. To co-operate with any person or organisation with objectives similar to those of this Trust.

## **2. ESTABLISHMENT OF LOCAL ADVISORY COMMITTEES (LACs)**

### **2.1 Mandate**

EAMCEF is mandated to receive advice and guidance from Local Advisory Committees (LAC) in each area where it finances projects. Each LAC will be established and function as a sub-committee of the Endowment Fund as depicted in Appendix 1. The LACs shall serve as advisory bodies within their respective areas and shall have no decision making authority nor have powers to enter into contracts, commitments or lawsuits on behalf of EAMCEF.

### **2.2 Planning and Administration**

The District Council Standing Committee for Environment (DCSCE) will constitute the core membership of the LAC in each of the Districts where the Fund works. In this way, the work of the Fund will be integrated into the District programs and plans. Each LAC will meet at least two times per year in support of the EAMCEF program. Mechanisms to incorporate LAC duties within the DCSCE will be established between the Endowment Fund Secretariat and each DCSCE, including any desired additional membership to meet LAC purposes. Additional members may be invited to serve on the LAC and such additional membership will be agreed between the Secretariat and the DCSCE. Other members may include village leaders from targeted areas, representatives of organizations with specific technical expertise, or individuals who are recognized as important contributors by virtue of their standing in the community.



The Secretariat will facilitate the convening of all LAC meetings and will serve as a member, filling the role as Secretary. The Endowment Fund will provide any financing necessary to facilitate the meetings and this may include expenditures for transport, food, refreshments and lodging. No sitting fees or other allowances shall be paid for any member attending a LAC meeting or participating in an EAMCEF activity. Each LAC may develop specific bye-laws to guide its operations.

Individuals or organizations can also be invited to attend LAC meetings in a non-voting capacity to provide advice and comments.

The EAMCEF may sponsor regional meetings that will include representatives of various LACs to undertake regional strategic planning for the Trust's operations, especially when more than one DCSCE, or LAC, exists in a regional program area. For example, where a mountain block exists in three districts, EAMCEF will create three LACs, one for each District. In addition it will organize a meeting of the three LACs to discuss important issues that cross District boundaries as well as share information about conservation and development in and around the mountain block. This will provide a mechanism to bring Districts together to learn about, discuss, and develop strategies that address conservation issues in district cross-boundary forest reserve conservation.

In such cases, each LAC will elect between three and five representatives to attend the regional meeting. The number of representatives will depend on the number of LACs that will participate in a regional meeting. Attendance at regional LAC meetings should not exceed 15 representatives. Meetings will be facilitated by the Secretariat, who will also be responsible for keeping all meeting notes.

### **2.3 Board Recruitment and Policy**

According to the terms of the Trust Deed, two members representing the communities in the Trust's operational area (see 2.4) and who will be elected from among villagers located in the areas of operation of the Trust will serve as members of the Board of Trustees (BOT) of the EAMCEF. The LACs will elect the two community-level board members at a meeting held for that purpose.

Where there is only one LAC for each operational area or mountain block, the board member will be elected from that LAC. Where the EAMCEF target region includes multiple LACs, EAMCEF will follow the procedures outlined in 2.2 above to organize a general regional meeting with representatives of all the LACs in the region for the purpose of electing a member to the BOT. During this meeting the representatives will elect one person from among the participants to serve on the BOT for the designated term.

Community board members must be selected from different operational target regions of the Eastern Arc Mountains and mechanisms will be put in place to ensure that all regions are represented on the board, on a rotating basis, ensuring that over time, each region and each LAC participates on the BOT.

### **2.4 Operational Area**

The principal operational area for each LAC is defined as all those villages in a specific District surrounding and adjacent to the forest reserves of the selected Eastern Arc Mountain block. As an example, in the current target areas of East Usambara, there are 15 target villages in Muheza District (Amani Nature Reserve and Nilo Forest Reserve) and 9 villages in Korogwe District (Amani Nature Reserve and Nilo Forest Reserve). In this case, the selected East Usambara reserves lie in two Districts and therefore EAMCEF will create one LAC in Muheza and one in Korogwe.



In the Udzungwa Mountains block the situation differs somewhat. The target reserve (Uzungwa Scarp) is included in three districts: Kilolo District (6 villages), Mufindi District (4 villages) and Kilombero District (4 villages). In this case EAMCEF will establish three LACs to support activities in and around the Uzungwa Scarp. The LAC for Kilombero District will also cater for Iyondo Forest Reserve. The operational mandate for each LAC is thus limited to a particular administrative District under the jurisdiction of each DCSCE. In this case several LACs will exist for one mountain block. As appropriate, these multiple LACs established around one of the selected reserves will be brought together as outlined under section 2.2 for strategic planning and program development purposes.

### **3. COMPOSITION OF THE COMMITTEE**

#### **3.1 District Council Standing Committee for Environment (DCSCE)**

The District Council Standing Committee for Environment will form the core membership of the LAC. In carrying out its duties as the LAC, the DCSCE has the option of setting up separate, or extraordinary meetings to address LAC issues related to the EAMCEF and its work plan, or may include those items in its agenda as part of exercising its normal duties. In its role as LAC, the DCSCE should meet at least two times per year, but may meet as required. Additional meetings may be called to address specific issues that require attention.

In carrying out its duties as a LAC the DCSCE, in consultation with the Secretariat, may decide to invite additional members to serve on the LAC. In deciding on additional members, the DCSCE and EAMCEF should ensure that the membership of the LAC does not exceed 20 persons with at least half of them DCSCE members. In selecting new members, attention should be given to ensure representation by both men and women. Members taken from the organizations below, except for co-opted members, will be invited to serve as voting members for a two-year term. These members may be drawn from the following groups, if not already represented on the DCSCE.

##### **a) Village and Ward Representatives**

The representatives will be from villages where the EAMCEF program is likely to be actively providing funding. Normally, any representatives under this category will be selected by the Village Environmental Committees within each ward/village according to their acceptable selection procedures.

##### **b) Institutional Representatives**

A representative from a public institution responsible for management of the target mountain block is recommended, if such a person is not represented already on the DCSCE. These may include the District Catchment Forest Manager or the District Forest Officer, the Conservator of Amani Nature Reserve, the Udzungwa Mountains National Park Warden, etc.

##### **c) Representative of NGOs/CBOs**

Non-Governmental Organisations (NGOs) and Community Based Organizations (CBOs) operating in the target area may also provide important input into LAC deliberations. When considering an NGO/CBO representative to the LAC, the EAMCEF will assist in establishing a voting mechanism for membership selection from among the various organizations in the district.

#### **d) Co-opted members**

The LAC may, at its discretion and for specific advisory needs, co-opt members who will be non-voting.

### **3.2 Office Bearers and Tenure of Office**

There shall be a Chairperson and a Vice-Chairperson for each LAC. The Chairperson of the LAC will be the chairperson of the DCSCE and subject to the rules and regulations governing that position within the DCSCE. The same mechanism will be in place for the vice-chair, except in those cases where the DCSCE does not have that position. In such cases the vice-chair will be selected by vote amongst the members during the first LAC meeting.

The Chairperson shall preside over all the LAC Meetings. In case of the absence of the chairperson, the Vice-chairperson automatically fulfills the role of the chairperson at LAC meetings. The Chairperson shall have a casting vote in circumstances of a tied decision. The Executive Director or his/her nominee shall serve as Secretary to all LAC meetings.

The tenure of office for all non-DCSCE members invited to participate in the LAC shall last for two years, renewable as seen appropriate, so as to enhance the level of participation within the communities. When the tenure of the DCSCE members end, so will their participation as members of the LAC. Changes in DCSCE membership will follow the rules and regulations as established for that body and any new DCSCE members will be incorporated as members of the LAC in the manner as required to fill LAC vacant positions.

## **4. FUNCTIONS OF THE LOCAL ADVISORY COMMITTEE**

### **4.1 Basic Functions**

- Represent EAMCEF within their respective communities, that is, act as a source of information about EAMCEF and its programs and assist communities with possible project ideas for submission to EAMCEF;
- Assist the Endowment Fund Secretariat to identify, select for funding, and monitor appropriate conservation-related community projects in the operational areas;
- Participate in strategic and work planning meetings to assist the EAMCEF develop priorities and strategies to meet conservation and development objectives;
- Share information with the EAMCEF about district development plans and, where appropriate, coordinate efforts to ensure that EAMCEF and district projects are mutually supporting;
- Receive and deliberate on implementation reports from stakeholders receiving EAMCEF funding and provide appropriate advice and guidance to EAMCEF and the community project implementers; and
- Provide the support necessary to ensure the success of the projects funded by the EAMCEF.

### **4.2 Project Review Procedures**

Any community, group or individual in the Fund's target area may submit a proposal to the Secretariat of the EAMCEF (EFS), as long as the project is consistent with established criteria and achieves overall conservation objectives. The EFS is authorized to approve and fund community-level projects that have

a value of not more than \$2,500 without additional board approval. The following procedures will be established for requesting and selecting community projects.

- The LAC will meet to agree on and endorse the geographic area of focus, types of programs and activities, etc. These will be agreed in the meeting and a formal call for proposal advertised locally and disseminated through the LAC and normal local channels. EFS will advise each LAC of the total amount of funding available for the funding round.
- All proposals will be submitted to the EAMCEF for review using the established proposal format. Only those received by the published deadline will be reviewed by the EAMCEF. Each proposal will be reviewed and provisionally approved for funding, pending final LAC agreement. Proposals may be submitted via the LAC.
- The EFS will review and rank projects according to established rating criteria, looking at technical feasibility, potential contribution to conservation objectives, consistency with regional sustainable development objectives, etc. For each project, EAMCEF will prepare a one-page summary cover sheet with an analysis and funding recommendation. The summary sheets will be provided to LAC members one week before the next scheduled LAC meeting. Copies will also be forwarded to the BOT.
- The LAC will meet to review the EAMCEF project funding recommendations. EAMCEF will make a presentation to the LAC explaining the ranking and the reasons for favoring certain projects over others. After the presentation, EAMCEF will facilitate a discussion with LAC members about the projects recommended for funding. LAC will have time to raise issues and discuss the projects in general, calling attention to possible issues with specific proposals, and other issues related to overall development strategies in the district. The LAC may suggest possible changes to the funding priorities based on those discussions. During the meeting the EAMCEF will reach a final consensus with the LAC regarding the list of projects to be funded.
- EAMCEF will then contact the successful organizations and disburse funds according to established schedules and practices.

### **4.3 LAC Role in Planning**

On an annual or biennial basis, the EFS will organize regional LAC meetings to discuss the results of the program and seek guidance on strategic initiatives. In these meetings the EFS will convene representatives of each of the LACs working in a specific zone of the Eastern Arc Mountains. EAMCEF will determine the frequency of the meetings, but at least one regional meeting should be held every two years. The procedures for organizing these meetings will be as follows:

- Representatives of each LAC will be elected to attend the regional meeting. The number of representatives from each LAC available to attend will be communicated at the time of the invitation;
- Depending on the issues to be discussed, the EAMCEF may invite representatives of specific regional LACs, or may invite representatives of all LACs working with the EAMCEF to participate;
- EAMCEF will facilitate the meeting to engage LAC input and comment on the overall strategic and work plans of the Fund.

## **5. CONDUCT OF MEETINGS**

### **5.1 Calling a Meeting**

- Each LAC shall hold at least two meetings per year, one of which shall be dedicated for review of project proposals.
- All meetings shall be held at the meeting seat of the local DCSCE or in a site as close as possible to the EAMCEF operational area. The LAC will determine the venue for its meetings in each District.
- A member of the EAMCEF shall normally attend as Secretary.
  - i) The Secretary shall keep the minutes of the meetings. The minutes shall be submitted to the Committee for confirmation at the next meeting and when confirmed shall be signed by the Chairperson and Secretary in the presence of the other members.
  - ii) The Secretary shall keep a register showing all changes in the membership of the Committee
- Each member shall, except in the case of an emergency, be notified of a meeting at least 21 days prior to the meeting
- The notice for a meeting shall include the agenda.

### **5.2 Absence from Meetings**

- Should a member not be able to attend a meeting he/she should notify the Secretary
- Where a member fails to attend three consecutive meetings and fails to provide satisfactory reasons, the LAC shall at its discretion, declare the termination of that person's membership

### **5.3 Quorum and Voting**

- A quorum shall be formed by at least two thirds of all members including half the voting members but excluding co-opted members
- Excepting where otherwise stated, issues which arise during a meeting and which are deemed to require a vote shall be settled by a simple majority of the voting members present. The Chairperson holds a second, casting vote

### **5.4 Disclosure of Interest**

- As soon as a member is aware that he/she has a personal interest in the outcome of an issue before the Committee he/she should declare that interest
- Where it is thought by the rest of the Committee members that the interest could affect the judgment on the member, then he/she will not be allowed to vote, in the case of an issue needing voting; or may not be allowed to become involved in the decision making process in the case of project proposal review processes.
- If a disclosure of interest is not indicated when it should have been, another member of the Committee may draw attention to the fact and appropriate action shall be taken by the rest of the Committee members.

### **5.5 Removal from the Committee**

- If a member is convicted of an offence that contravenes any Protected Area Law then, he/she shall automatically be dismissed as a member of the Committee and shall not be eligible to seek re-election.

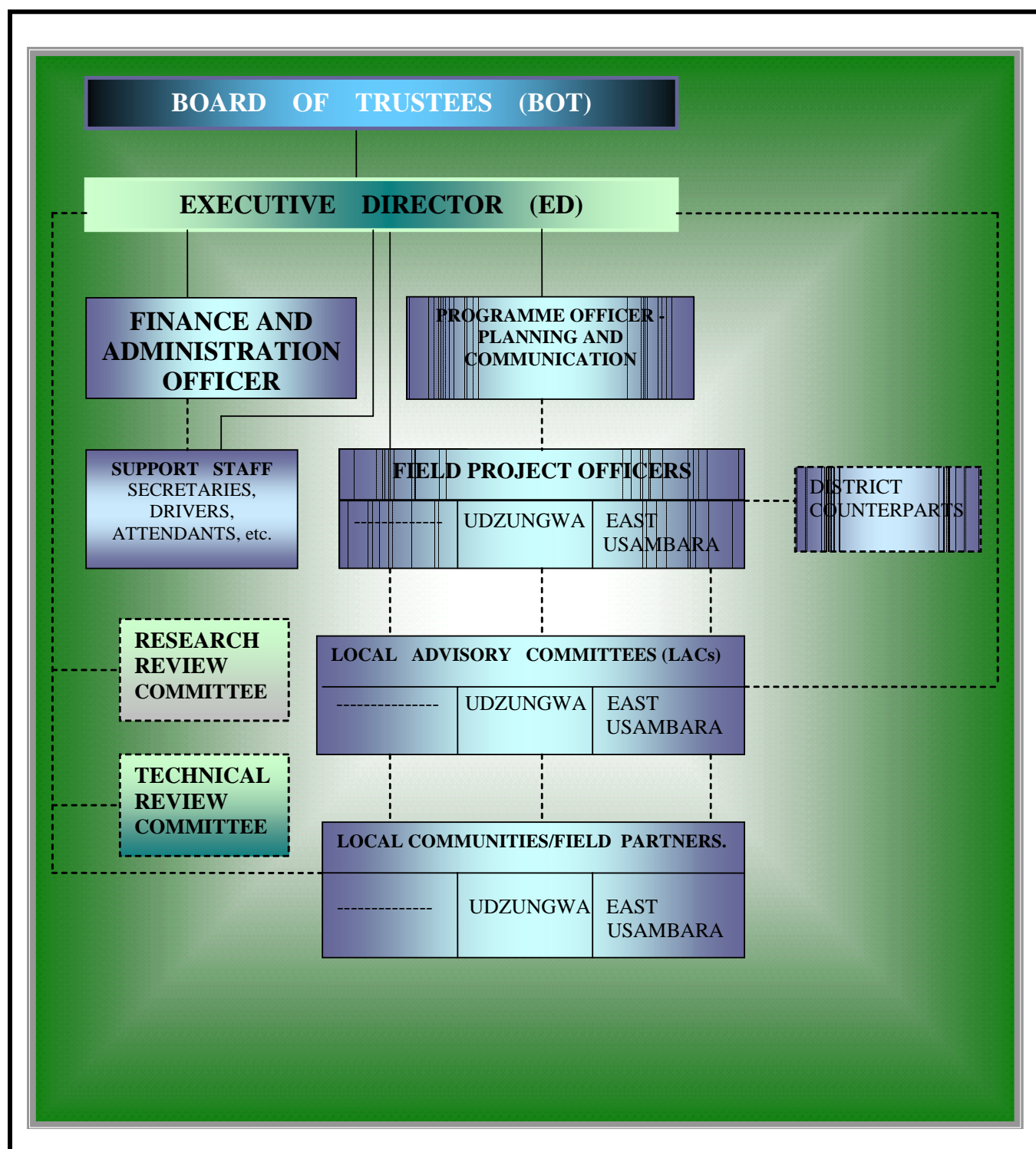
- If a member is convicted of any other criminal offence, then the rest of the Committee members shall judge if he/she is worthy of continuing to hold the membership in the Committee.
- A person ceases to be a member of the Committee if he/she is removed by his/her nominating authority (if any).
- A person ceases to be a member of the Committee if he/she is removed by agreement of at least two thirds of the Committee members (including voting and non-voting members but excluding co-opted members). Those not present for an acceptable reason may express their vote in writing.
- In the case of removal of a Committee member, the minutes of the meeting shall be conclusive evidence of a change of membership of the Committee.

## **6. AMENDMENT, ALTERATION OR DELETION OF THESE GUIDELINES**

Any amendment, alteration or deletion of any of these guidelines shall require a recommendation by at least two-thirds majority of the voting members of all the LACs and endorsed by the BOT.



# ORGANIZATIONAL CHART OF EAMCEF





## DISTRICTS OF THE EASTERN ARC MOUNTAINS

