

LEAT STRATEGIC PLAN

1. Preface:

The formation of Lawyers' Environmental Action Team (LEAT) in April 1994 was largely of a realization by lawyers that law is an essential tool in the protection of the environment and for the sound natural resources management. This is because Tanzania's environment has in the recent past deteriorated to an alarming degree. For example, human and industrial wastes are discharged freely into water bodies such as lakes and the sea, exposing the public to a lot of health hazards. Worse still Tanzania does not have, despite many political acclamations, a framework environmental legislation. The upshot of that is the conspicuous absence of a strong environmental law-enforcing agency in the whole realm of environmental management regime.

The above factors were amongst the many reasons that led to the formation of LEAT in April 1994 and its formal registration on the 22nd March 1995 as a non-profit making organization. Founding members felt that lawyers and members of the public need to pull their legal, scientific and social skills together to protect this country's environment and natural resources. Article 14 of the United Republic of Tanzania Constitution providing the right to life, which the High Court of Tanzania has interpreted to include the right to clean and healthy environment, inspired the members. In addition, Article 27 of the Constitution that provides for the duty of every citizen to ensure that Tanzania's natural resources are soundly managed was a clarion call. And, finally Article 26 that provides for the duty to ensure that everyone, including the government, adheres to the Constitution and the laws of the country galvanized the founders into action.

Since its formation, LEAT has been able to establish itself not only as the first but also the leading public interest environmental law organization in Tanzania. It has carried out extensive and widely acclaimed researches on wildlife, environment, mining, and civil and procedural rights. In 1998-2000 LEAT offered legal services to over 2,000 residents of Rufiji that were opposed to the government of Tanzania's decision to allocate over 10,000 hectares of land to the African Fishing Company (AFC) for a prawn farming project in the Rufiji River Delta, one of the most valuable and pristine environment in the country. LEAT managed to secure a temporary order from the High Court. This resulted in the company closing its business in Tanzania.

LEAT is currently representing over 365 residents of Vingunguti in a case against the Dar es Salaam City Council that had established a dumping site in their area, contrary to environmental law and for causing a lot of health hazards. LEAT has obtained a temporary order, which has compelled the City authorities to stop dumping activities in Vingunguti.

LEAT is also running a powerful campaign against human rights violations committed by Kahama Mining Corporation Limited (KMCL) a subsidiary company of Barrick Gold Corporation. KMCL is also alleged to have buried alive over 52 artisanal miners in

Bulyanhulu, Kahama district. The companies activities have been conducted contrary to the High Court order that had been issued against KMCL and the government stopping them from evicting the artisanal miners until a pending case, instituted by KMCL against the miners, was finally and conclusively determined. The campaign has aroused national and international public interest and has led to a unison call for the establishment of an independent commission of inquiry over the alleged killings.

LEAT is not contented with the successes achieved and the prominence gained because of its exemplary work. It needs a clear vision, mission, strategic objectives coupled with high standards of achievement, accountability, monitoring and evaluation mechanisms in order to serve the public better and become a sustainable organization. This is because this fast moving and changing world is not kind to organizations that are not imbued and characterized with the above essential attributes of management.

LEAT's vision is that "Africa's environment and natural resources are sustainably managed" while its mission is to "enhance the capacity and participation of the people in East and Southern Africa to sustainably manage the environment and natural resources through legal, policy and other strategic interventions."

In order to carry out and execute its mission, LEAT held a strategic planning workshop in April 2001 in Bwagamoyo and developed its five-year strategic plan. The formulation of this plan involved many people including LEAT members, its collaborative partners in Tanzania, Kenya and Uganda. The funding for this important exercise was received from United States Agency for International Development/Regional Economic Development Services Office USAID/REDSO through PACT and MWENGO. The immense contribution of the participants in the entire process and the commentators is highly appreciated by all of us at LEAT and on behalf of members I say; *Asante sana*. This plan will be a guiding rod to all of us at LEAT. We will use it to make us remain focused and dynamic in our quest of protecting our country's environment and its unparalleled resources.

LEAT is a vibrant organization with committed staff and members, and a well-streamlined constitutional and institutional structure. Its vision and mission are clear and compelling and above all it enjoys both local and international support. The totality of all these offer assurances that LEAT's state and future are strong and promising. I hope that all people who will read this strategic plan will come forth and support LEAT realize its mission by supporting various activities well spelt out in this plan. I count on your support.

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02 November 2001

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2.1. Introduction

Tanzania is a country that is blessed with unequalled natural resources richness, environment, and its most valuable resource it is human resource. If well utilized, these resources will lead to prosperity and sustainability. The management of natural resources and environment for the past 40 years has been dominated by over-regulation, lack of political will, shoestring resources, and sectoral and fragmented legislation. Furthermore, the government allotted itself the exclusive right to manage the natural resources and excluded the public, who are the main users and custodians of the natural resources. As a result, the country has witnessed a dramatic decline of natural resources base such as wildlife. In early 1970s, for example, the elephant population in Tanzania was estimated to be over 300,000 by 1989 that population had declined to a mere 70,000!

LEAT'S main objective is to influence the environment and natural resources management policies, laws and practices of Tanzania in particular, and Eastern and Southern Africa in general. The formation of LEAT epitomizes its members' belief that the best managers and protectors of Tanzania's environment are Tanzanians themselves and that people from all walks of life with specialized skills, should form civil society organizations dedicated to serve the public interest and ensure that the country's natural resources and environment are soundly managed.

In mid April 2001, LEAT organized a workshop, which was attended by its key stakeholders and allies from Kenya, Uganda, and Tanzania and developed its five-year strategic plan in Bwagamoyo. The plan provides succinctly LEAT stakeholders' agreement on LEAT's vision and mission, area of operation, mandate, and human and financial resources needed to execute it. It is a plan that is designed to ensure that LEAT serves its constituency better and become a focused and dynamic organization.

2.2. VISION, MISSION AND CORE VALUES

In order to create a sustainable and dynamic organization, concretize its mandate and provide strategic focus, LEAT's vision, mission, and core values were clearly spelt out at this workshop.

2.3. VISION

Africa's environment and natural resources are sustainably managed

2.4. MISSION

To enhance the capacity and participation of the people in Tanzania in particular and those in East and Southern Africa in general to sustainably manage their environments and natural resources through legal, policy and other strategic interventions.

2.5. CORE VALUES.

LEAT is unreservedly committed to upholding the following core values:

1. Honesty and integrity;
2. Team work and volunteerism;
3. Networking and collaboration;

4. Non-discrimination and mutual respect;
5. Communication and information sharing;
6. Adherence to ethics;
7. Commitment to environmental protection;
8. Adherence to democratic principles;
9. Avoidance of conflict of interest;
10. Gender equality and equity;
11. Commitment to excellence and capacity development;
12. Service to the community/public;

3.0 STRATEGIC (SWOT) ANALYSIS

For an organization to develop a well-thought out strategic plan, performing a strategic analysis (SWOT) is a *condition sine qua non*. SWOT is an acronym for the Strengths, Weaknesses, Opportunities and Threats. SWOT is a mirror for an organization and enables it to clearly clarify the conditions within which the organization operates. It provides an overall view of the organization and the factors that affect it and enables it to anticipate and plan for the future.

3.1. STRENGTH

Anchored in safe waters and grounded on solid legal ground, LEAT is blessed with the following strengths which if utilized to the fullest assures it of a brighter future:

1. A presence of qualified and competent personnel and members;
2. A legally registered and independent institution
3. A broad and growing partnership with local communities, national and international organizations;
4. Awareness of gender equality and equity;
5. Enjoys and draws reciprocity of support from the public and the civil society; and
6. Independent decision making organs and processes

3.2. WEAKNESESS

While LEAT has strengths, it also has some weaknesses that could hinder its smooth execution of the plan. Some of these weaknesses could be overcome in the short term while others will take a longer time to address. The weakness include the following:

1. Insufficient human, material and financial resources
2. Insufficient human resources and financial management policies;
3. Inadequate fund raising strategies;
4. Low capacity to influence national, regional and international environmental decision making processes
5. Insufficient ability to effective network with local and international partners;
6. Lack of long term Strategic Action Plans;
7. Lack of capacity development initiatives.

3.3. OPPORTUNITIES

With its strengths assuring it of a certain future and its weaknesses offering room for self-reflection and improvement, there are opportunities that if well seized will enable LEAT

become a sustainable environmental law organization in this part of the world. Some of the opportunities include:

1. Increased demand for LEAT's expertise, intervention in enforcement and compliance with environmental laws;
2. Formation of regional bodies with attendant natural resources management initiatives;
3. Growing international support for environmental awareness and conservation;
4. On-going reforms in the legal sector;
5. Lack of knowledge on current environmental issues by the public and government organs;
6. Mismanagement of natural resources;
7. The coming into effect of new land laws in Tanzania;
8. Abuse of powers and discretion in allocation of hunting and mining rights;
9. Collaboration with the government and donors;
10. Ratification of environmental treaties by the government at both regional and international levels;
11. Lack of a legal and institutional framework for environmental management in Tanzania;
12. Formulation and approval of new sectoral natural resources policies;
13. Conflicting natural resources policies and laws; and
14. Weak environmental and natural resources management institutions.

3.4. THREATS

While LEAT's strength must be used to the fullest, weaknesses addressed urgently, and opportunities seized, there are threats on LEAT's way, which this plan has reasonably anticipated, informed and guarded against. These are:

1. Government bureaucracy;
2. Conservative and snail-paced judiciary in handling environmental matters;
3. Hostile investors;
4. Prevalence of corruption in the society;
5. Donor withdrawal in funding environmental programs in Tanzania;
6. Weak environmental and natural resources laws; and
7. A hostile policy and legal framework on NGOs in Tanzania.

4.0. STRATEGIC OBJECTIVES

LEAT has identified two main strategic objectives as being the following:

- 4.01. To influence environmental and natural resource policies, laws and practices in Tanzania in particular and in Eastern and Southern Africa in general; and,
- 4.02 To strengthen its institutional capacity to enable it deliver services effectively and efficiently;

4.1. Strategic Objective 1

The fundamental aim of SO1 is to influence environmental and natural resources management laws, policies and practices in the East and Southern African region in general and Tanzania in particular. To implement this objective, LEAT will also be measuring the extent to which the objectives have been achieved by using a projected focus on expected results. Accordingly, the intermediate results of SO1 will be to ensure that:

- Selected policies, laws and practices relating to the wise use, conservation and management of natural resources are drafted;
- Environmental and natural resources by laws are adopted in selected communities in Tanzania;
- Key environmental and natural resources changes are advocated for. (This component will entail lobbying Parliamentarians and government);
- Litigation on test cases regarding natural resources and environment management is undertaken;
- Increased networking and cooperation with regional natural resources groups/bodies is achieved. In effecting this, LEAT will strive to see to it that information sharing and linkages outside the organization are completed and increased, formal partnership established and informal networks expanded;
- Selected policies are dispatched to regional bodies for consideration;
- Public awareness campaigns on selected pertinent issues on the relationship between sound natural resources management policies and laws and the well being of citizens are undertaken;
- Communities who reside in proximity to and utilize natural resources in their day-to-day activities are trained on environmental responsibilities;
- There is an influence on the necessity of good governance in environment and natural resources among institutions charged with the implementation of environmental and natural resources management laws and policies; and
- Analysis/research on selected issues is conducted and completed – This will entail ensuring that all research projects are completed.

In order to achieve the above results, LEAT will review its present activities and align them accordingly to ensure a smooth flow of the results.

4.2. Strategic Objective 2

This strategic objective seeks to strengthen LEAT's capacity to organize itself in a manner that will enable it to deliver services efficiently and effectively.

In order to attain this objective, the SO2 intermediate results that would guide LEAT will focus on the following:

- Strengthening LEAT's governance;
- Developing organizational policies for each department;
- Improving external relations (at both local and international levels);
- Developing a human resource base;
- Developing strategic information systems;
- Mobilizing resources – (Finance and material resources);

- Developing and enhancing systems to ensure feedback, monitoring and evaluation of projects undertaken and the organization activities in general; and
- Developing and keeping good accounting and audit systems

5. SUMMARY

The tables below provide a coherent summary of SO1 and SO2

5.1. Strategic Objective 1 – To influence environmental laws, policies and practices in Tanzania specifically and in East and Southern Africa in general.

STRATEGY	ACTIVITY	INDICATOR	RESPONSIBILITY
Draft Laws and Policies in place	<ul style="list-style-type: none"> • Identify selected areas for legislative and policy reform and compile a data base • Review and make a critical analysis of the selected laws and policies • Draft laws and policies 	<ul style="list-style-type: none"> • Copies of selected laws and policies in LEAT's data base • Report on the Review and Analysis produced. • Draft Law and Policies in place 	Working Group
Key Environmental and Natural Resources Management changes advocated	<ul style="list-style-type: none"> • Identify institutions to change • Identify other players/stakeholders to collaborate with • Organize for media coverage • Organize campaigns 	<ul style="list-style-type: none"> • Data base on identified institutions and stakeholders in place • Change in perceptions and habits on concern for environment and natural resources among identified stakeholders 	Working Group

<p>Environment and Natural Resources Management by-laws adopted by selected communities</p>	<ul style="list-style-type: none"> • Identify target local communities • Identify issues that need by-laws in the communities • Prepare training manuals 	<ul style="list-style-type: none"> • Training of communities in by law making commences. • Communities capable of enacting by-law • Training manuals developed. 	<ul style="list-style-type: none"> • Working group
<p>Litigation on test cases conducted</p>	<ul style="list-style-type: none"> • Identify critical areas of concern • Mobilize communities in affected areas • Sensitize identified target communities on LEAT's mission • Draft demand letters • Prepare pleadings 	<ul style="list-style-type: none"> • Areas of concern and affected target groups identified and organized • Cases filed in court 	<p>Working Group</p>
<p>Increased networking with regional bodies</p>	<ul style="list-style-type: none"> • Set up a reliable communication system • Identify credible regional bodies and areas that LEAT can cooperate/network with • Distribute LEAT brochures to identified regional bodies 	<ul style="list-style-type: none"> • Reliable communication n system established – at least two lines for phone, e-mail and fax communications in place • Data base of partners in place • Brochures distributed • Regional bodies in constant interaction with LEAT 	<p>Working Group</p>

5.2. Strategic Objective 2: To strengthen LEAT’s institutional capacity to enable it to deliver services effectively and efficiently

STRATEGY	ACTIVITY	INDICATOR	RESPONSIBILITY
Strengthen governance	<ul style="list-style-type: none"> • Revise constitution to address organizational structure and roles and responsibilities of organs and members 	<ul style="list-style-type: none"> • Revised constitution that focuses on good governance in place • Organizations and structures with clear mandates, responsibilities and roles established • Governance strengthened within institutions. 	<ul style="list-style-type: none"> • Constitutional reform committee • All members
Improve external relations	<ul style="list-style-type: none"> • Identify contacts of partners with similar objectives • Compile an address book • Set up a public relations department 	<ul style="list-style-type: none"> • Directory of working partners set up • Office/department/personnel to deal with external relations established/identified • Policy on external relations and forging partnership in place • Public well informed of organization’s objective, mission and vision • External relations improved • Office/Department of External Relations created. 	Partnership and Collaboration Manager
Develop human resources base	<ul style="list-style-type: none"> • Identify areas of strengths and weaknesses in organization • Prioritize areas for human development • Identify strategies to 	<ul style="list-style-type: none"> • Report on areas of strengths and weaknesses of current human resource base in place • Areas of concern (gaps) in current 	Board of Directors, Executive Director and Management Team

	<p>improve and retain human resource base</p>	<p>human resource base known</p> <ul style="list-style-type: none"> • Policy on improving human resource base in place • Personnel/staff/members skills improved and knowledge base expanded • Improved efficiency in discharging duties 	
Develop strategic information systems	<ul style="list-style-type: none"> • Identify current information systems in place • Identify constraints, advantages of current systems • Devise strategies to come up with an information policy document 	<ul style="list-style-type: none"> • Information policy developed; • Information policy is used • Public and communities know the existence of LEAT and its capacity to generate quality information; • Public, civil society organizations, know and seek information from LEAT 	Partnership and Collaboration Manager
Mobilize financial and material resource bases	<ul style="list-style-type: none"> • Identify current financial status • Identify potential areas of increasing financial base • Set up draft financial policy and regulations to be discussed by members 	<ul style="list-style-type: none"> • Financial policy and regulations in place • Potential areas of fundraising identified • Fundraising policy/regulations in place 	-Board of Directors -Executive Director -Financial and Grants Manager; and - Partnership and Collaboration Manager
Enhance feedback, monitoring and evaluation mechanisms	<ul style="list-style-type: none"> • Lay out strategies for a policy on feedback, monitoring and evaluation of the activities of organs 	<ul style="list-style-type: none"> • Monitoring, feedback and evaluation policy in place 	-Environmental Officer
Develop Organizational	<ul style="list-style-type: none"> • Identify main institutional 	<ul style="list-style-type: none"> • Policies/regulations for the various 	Executive Officer Financial and Grants

Policies	structures and chart out strategies for policies to guide the operations of each organ/structure	organs developed	Manager Partnership and Collaboration Manager
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6.0. STAKEHOLDERS

For an organization to be able to execute its mission it must have a clear understanding of its key stakeholders both internal and external and their needs, the kind of support it could obtain from them and the partnerships that could be forged with them.

6.1. INTERNAL STAKEHOLDERS.

1. LEAT members;
2. Board of Directors;
- 3.
4. LEAT staff;
5. Communities; and
6. Other institutions, civil society organizations and individuals;

6.2. EXTERNAL STAKEHOLDERS

7. Donors;
8. Regional organizations such as the East Africa Community (EAC), Southern Africa Development Community (SADC) to mention but a few;
9. Partners NGOs and CBOs;
10. Academic and research institutions;
11. Relevant (functional) government department/institutions;
12. Private sectors;
13. Financial Institutions;
14. Political parties;
15. Civil society; and
16. Media.

7.0. IMPLEMENTATION PLAN

LEAT's key strategy is to facilitate processes to ensure that the environment and natural resources that sustain it are used in sustainable manner and for the benefit of all. In this respect, therefore, LEAT will establish working groups from among its members who will work in close collaboration with identified experts in respective fields.

These working groups will be charged with the overall task of supervising, monitoring and evaluating the relevant projects.

LEAT will also work closely with other stakeholders to sensitize the public on the importance of protecting and conserving environmental resources. Networking with other key stakeholders with similar missions and visions will also be one of the main priorities. This will strengthen LEAT's capacity to forge links, understanding and collaboration and share experiences.

While making concerted efforts to mobilize resources locally, LEAT will also liaise with development partners and funding agencies to improve its resource base.

Given the enormity of the tasks planned in this plan, LEAT will determine areas of priority for implementation while developing linkages with other stakeholders to champion other critical activities that may emerge and require addressing. The priorities will be realized through yearly operational plans and evaluation. After taking precautionary measures to avoid the identified threats that may hinder the implementation of the tasks ahead, LEAT is confident that it will make a positive contribution towards improving the well being of Tanzanians and peoples of the East and Southern Africa region.

8. BUDGET SUMMARY:

USD

- 1. Drafting selected laws and policies.....150,000
- 2. Advocating for changes in environmental laws and policies.....200,000
- 3. Enhancing networking.....200,000
- 4. Undertaking litigation.....100,000
- 5. Strengthening governance..... 100,000
- 6. Improving external relations..... 100,000
- 7. Developing human resource base.....100,000
- 8. Developing strategic information systems.....10,000
- 9. Mobilizing human resources.....100,000
- 10. Mobilizing financial and material resources..... 200,000
- 11. Enhancing feedback, monitoring and evaluation systems.....70,000
- 12. Developing organizational policies.....50,000

TOTAL:

1,380,000

9. BUDGET

ACTIVITY	TIME FRAME	COST (USD)
Drafting selected laws and policies	5 years – continuous	150,000
Advocating for changes in key environmental laws and policies	5 years – continuous	200,000
Enhancing networking ability	5 years – continuous	200,000
Undertaking litigation on test cases	5 years – continuous	100,000
Strengthening governance	5 years – continuous	100,000
Improving external relations	5 years – continuous	100,000
Developing human resource base	5 years – continuous	100,000
Mobilizing financial	5 years continuous	200,000

and material resource bases		
Developing strategic information systems	5 years –continuous	10,000
Enhancing feedback, monitoring and evaluation systems	5 years – continuous	70,000
Developing organizational policies	5 years – continuous	50,000

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