

**TANZANIA**  
**COASTAL**  
**MANAGEMENT**  
**PARTNERSHIP**

**PROCEEDING FOR TCMP RETREAT AND SELF ASSESSMENT**  
**MAY,2000**

**TANZANIA EPISCOPAL CENTER, DAR ES SALAM**  
**2-3 MAY, 2000**

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# **Proceedings for TCMP Retreat and Self Assessment - May, 2000**

Tanzania Episcopal Center, Dar es Salaam  
2 - 3 May, 2000

## **1.0 SUMMARY OF THE RETREAT AND SELF ASSESSMENT**

The Tanzania Coastal Management Partnership organized a two day Retreat and Self Assessment Workshop involving the TCMP working groups members, representatives of local ICM programs and a Self Assessment Team from 2<sup>nd</sup> to 3<sup>rd</sup> May, 2000 at the Tanzania Episcopal Center in Dar es Salaam.

The two days were effectively spent by local programs and the working groups to share experiences and learn from each other, learn about the coastal policy process, and plan for the future of TCMP activities with a shared vision in sustainable coastal management in Tanzania.

The TCMP adopts a learning-based approach for carrying out its work of facilitating the establishment of effective coastal governance in Tanzania. Critical to all learning processes is the need to reflect upon experience, then use lessons from that reflection to guide subsequent actions.

The purpose of the TCMP Self-Assessment was to provide the space and time for group reflection and learning. Its timing was critical. It was designed to occur towards the end of the second year's work plan, when the Year Three work plan is being developed.

This Retreat and Self Assessment fully achieved its objectives and has again provided a valuable "health check" for the TCMP. The assessment brought together key people from the TCMP's working groups, consultants and local partners, matched them with representatives from CRC and USAID, and encouraged open and frank discussions about past successes and failures, as well as future directions. The conclusions that emerged are that the TCMP is healthy and heading in the right direction and has achieved most of the targeted results for Year Two, and in several cases exceeded expectations.

The self-assessment reconfirmed that taking time out to reflect is useful. The exchange of ideas and discussions helped sharpen strategies and resulted in a common understanding of the important challenges and priorities ahead. There was universal recognition that the TCMP had come a long way over its second year. Having outsiders experienced with coastal programs elsewhere validate much of the work done by TCMP was satisfying and motivating to TCMP staff. At the same time, having TCMP partners who were usually concerned about only one aspect of the partnership understand the full agenda and strategy was extremely useful. This "looking at the whole" allowed both internal and external

questioning and brainstorming about how to make a well-functioning project function even better. The self-assessment helped actualize a large number of the TCMP's principles for operation, including transparency, sharing, learning and adaptive management.

## **1.1 Goals and Objectives**

The overall *goal* was to provide unbiased feedback on the project's performance and make recommendations for improving the effectiveness of TCMP's operation.

The *objectives* were to:

- Receive feedback from local programs on their work to-date and TCMP's ability to support their activities;
- Assist the TCMP develop its year three work plan by considering the successes and failures of year two;
- Draw lessons from TCMP's and local ICM programs implementation experience and applied to the development and operation of a national ICM Program as provided in the draft national coastal management policy; and
- Provide a forum for local ICM Programs and working group members to contribute to TCMP's year three work plan.

## **1.2 General comments and recommendations**

- The semi-annual national retreats and an annual self-assessment should be included in the TCMP's Year Three work plan;
- The next TCMP retreat be planned with regional and local partners focus on specific tools, techniques and products of ICM, and address specific problems that projects are experiencing;
- The Retreat should continue to be held after every six months and with the similar representation;
- Tourism should be the next issue of focus in the TCMP LOPR 2 (intersectoral mechanism for addressing emerging economic opportunities);
- SHIRIKISHO should be considered for participation in the next retreat;
- In future retreats it should be considered for participants to make site visits of one of the ICM projects or undertaking; and
- To look in the possibility of changing venue for the next retreat

### **1.3 Specific comments**

#### **Mariculture Working Group**

- The implementation of mariculture development guidelines need to have a legal back up. For example, the parent ministry could provide a regulation which, co-opt the principal law.

#### **Science and Technical Working Group**

- Socio-economists should be included in the Science and Technical Working Group.

#### **Enabling condition for ICM implementation improvement**

- Eco-tourism be considered as another means for motivating people in natural resources management; and
- ICM practitioners and other stakeholders should be encouraged to participate in the ICM Newsletter and e-mail discussion group.

#### **Tanga Coastal Zone Conservation and Development Programme**

- The programme should design strategies for funding after donors pull out or withdraw their financial support;
- As it appeared in the presentation, private sector is only involved at the CZM committees. It was suggested that the programme should involve more the private sectors in the conservation/development of coastal marine resources;
- As fishing industry is the main sector involving the private sector in CZM, there is a need to enhance awareness raising and supply of relevant educational information; and
- Conservation and development issues focused by the TCZCDP should not be limited to fisheries management, mangrove management, mariculture and agriculture, but should also target on pollution (sewage disposal-new designs and treatment) and coastal erosion (unplanned settlements and other constructions in the coastal zone, and unsustainable resources use).

#### **Mangrove Management Project**

- Communities should be provided with alternative areas for farming/or the MMP should strive to provide education and awareness on sustainable farming practices as a way to address problems of communities farming in mangrove areas; and
- In order to minimize land user conflicts within the areas with mangroves, it is advisable that participatory plans be made- the involvement of the communities in land management planning in specific areas.

## 2.0 UPDATE FROM LOCAL ICM PROGRAMS

Representatives of local ICM programs presented their program's activities with focus on progress in their initiatives, experiences, achievements, challenges and constrains. Following is summary of the local programs' presentations:

### 2.1 Tanga Coastal Zone Conservation and Development Programme (TCZCDP)

Now in its second phase, the TCZCDP – Tanzania's largest local ICM program, with activities in the districts of Tanga Municipality, Muheza and Pangani, has made some tangible achievements since the mid-term review for the second phase in April 1999. The major achievement is the restructuring of the programme's operations to match with the Local Government Reform Programme. The programme has successfully decentralized its operational status from Regional to District level.

Focusing on its main strengths - collaborative marine resources management, sound technical base, effective participation of stakeholders, gender balance approach and environmental awareness, the programme made progress in its targeted results as follows:

*Result 1: Sustainable fisheries conservation and management measures introduced and implemented in each coastal district of Tanga Region.*

#### **Fisheries Management**

- Development of two new fisheries management plans, involving 16 villages thus increasing a number of villages under fisheries management from 12 to 28;
- Development of leaflet on Navy 'brutality';
- Withdrawal and exchange of beach seine nets with other fishing gear;
- Reduction of dynamite fishing – (4 blasts in 1999 compared to 12 blasts in 1998);
- Review of Kipumbwi-Mwarongo-Tongoni fisheries management plan;
- Further training of 4 villages in reef monitoring.

#### **Mangrove management (in collaboration with MMP)**

- Reformulation and revision of Kipumbwi-Sange (KISA) collaborative mangrove management agreement between Kipumbwi and Sange villages, Pangani District Council and the Ministry of Natural Resources and Tourism. Final draft submitted to the Director of Forestry for approval; and
- Continued with community based mangrove replanting in degraded areas.

*Result 2: Sustainable and improved mariculture and agriculture practices introduced and implemented as alternative sources of income.*

**Mariculture**

- A *Tilapia* cage culture trial was started but failed
- Successful expansion of seaweed raft culture trials at Moa and Kijiru villages in Muheza; and
- Demarcation of seaweed areas in 17 villages (92 acres)

**Agriculture**

- Vermin control efforts concentrated in Tongoni village with promising results
- Continuation of organic vegetable growing trials

*Result 3: Communities empowered to undertake collaborative management of coastal resources.*

- Formulation of a Community Based Organisation (CBO) for the management of Maziwi Island Marine Reserve;
- Village committees and Inter-village coordinating committees established in new fisheries management areas;
- Environmental education established and in use in selected coastal villages (in collaboration with MMP and the Department of Education)
- Involvement of youth and primary school children in fisheries management.

*Result 4: Improved equity between men and women in management and sustainable use of fisheries and related resources.*

- Training of gender committees in 3 villages;
- Women representation in village and inter-village environmental committees increased to between 20-60%; and
- New gender monitoring system and strategy applied with focus on coastal resource use and management.

*Result 5: Institutional capacity for integrated coastal zone management enhanced and used in the districts.*

- 'Districtisation' process initiated through a consultancy;
- 'Districtisation' model and implementation plan developed;
- Development of new programme implementation agreement, stipulating roles and responsibilities of different partners, and terms of reference of new district and inter-district institutions;
- Formulation of District Technical Teams (DDTs) as part of District Management Teams;
- Establishment of district task forces for each result area;
- Year 2000 planning and budgeting at district level;
- Training of 4 district staff in coastal zone management; and
- Training 2 district staff in marine protected areas management.

### **Planned activities**

- Maintaining ongoing activities;
- Development of Chongoleani-Kiwale fisheries management plan;
- Finalise 'districtisation' process;
- Evaluation of Phase Two; and
- Planning for Phase Three.

## **2.2 Rufiji Environment Management Project (REMP)**

Though REMP was established in July 1992, actual implementation of the project started in July 1998. Now in its second year of implementation, the project is continuing to set up mechanisms to collect information that will help to develop an environmental management plan at district and village level.

The overall implementation is successful and so far the following has been achieved in the implementation result areas:

*Result 1: Knowledge base to support environmental planning and sustainable development established.*

- An aerial survey was carried out which concentrated on a study of logging patterns and a report has been prepared.
- The development of a flood-warning model is continuing as scheduled.

*Result 2: Key stakeholders aware of environmental values, lessons learned, and using information to improve management.*

- Training on sustainable fisheries given at 12 sites in the pilot villages;
- A study tour on Community Based Natural Resources Management (CBNRM) undertaken in Likuyu, Songea.

*Result 3: Improved capacity of key stakeholders and local institutions in natural resources management and conservation.*

- Learning workshops and meetings held in all pilot villages.

*Result 4: Environmental planning and monitoring established and an initial environmental plan developed.*

- Village Environment Management Planning Teams (VEMP Teams) have been established and trained in all pilot villages.

*Result 5: Wise use activities researched, developed, piloted and tested.*

- Training in beekeeping has been conducted in all pilot villages
- Training in tree propagation and tree-planting conducted; and
- A preliminary survey of livestock carried out in combination with training communities on poultry immunization against Newcastle.

## **Planned activities for the six months ahead**

### *Result 1:*

- Production of socio-economic profile of the floodplain and delta;
- Fisheries survey; and
- Economic valuation of the natural resources of the floodplain and delta.

### *Result 2:*

- Workshops for councilors, village communities, ward leaders and district staff in respect of environmental policy and legislation, and biodiversity of the project area.
- Designing an environmental awareness programme and its implementation mechanism.

### *Result 4:*

- Approval of village environmental management plans;
- Village communities to start implementation of environment management plans with support of REMP.

### *Result 5:*

- Study of the handcraft enterprises potential;
- Study on the selection of tree crops;
- Study on the fuelwood energy use and potential alternatives

### *Result 6:*

- Internal and external review of the project activities;
- Annual and Year Three planning.

## **Notable positive changes**

- Communities in pilot villages are cooperating enthusiastically in trial wise-use activities and in developing village environment management plans. Participation in training programmes has been high;
- Environmental awareness has improved. More people are conscious that their natural resources are being depleted;
- Awareness of the need to equally involve women and men has improved a bit at district level, and more so in the pilot villages; and
- Communities in pilot villages realize that the management of natural resources is their responsibility and that they have an important role to play in controlling the resources.

## **Problems/Challenges/Barriers**

Together with the administrative problems like communication hardships, there are notable barriers and challenges facing the project. These include:

- Trawling for prawns continues as was reported in the previous meeting and despite the national level trawling- conflict resolving meeting at which Rufiji district was represented;
- Dynamite fishing is still raging in the south delta. A formal report has been filed to the Kilwa District Natural Resources Officer for action;
- Destruction of natural resources by village communities and by district authority based activities is still being experienced. Equally of concern are natural resources harvesters who are licensed by the national government authorities.

### **2.3 Mafia Island Marine Park (MIMP)**

Status and Successes:

#### ***Strengthening MIMP management***

- With an assistance of a consultant, a general management plan for MIMP has been undertaken. The revised management plan is expected to be approved by the Board of Trustees before the end of May 2000;
- Development of EIA Guidelines for Tanzania Marine Parks and Reserves in progress;
- Radio communication network linking MIMP to villages has been maintained and patrol boats significantly repaired;
- Annual work planning has been developed (June 1999 - July 2000) and internal quarterly reporting as well as weekly planning meetings have been introduced. Integration between WWF and government has been highly enhanced.
- Construction of MIMP HQ at Utende is in progress. Some buildings including field center and staff quarters are expected to be handed over to the park management in July this year; and
- Entrance and fishing permit fees re now operational.

#### ***Reducing unsustainable activities***

- Sea patrols (15) have been conducted in the last six months resulting in apprehending 314 fishermen within the park area without fishing permits. Of these, 189 had no fishing licenses issued by the district authorities;
- Implementation of the marine resource-use permit system is proceeding on well, with 216 permits issued in cooperation with village liaison committees in the last six months;
- Making good use of the advise made at the previous TCMP retreat meeting, MIMP with the assistance of experts from Zanzibar, demonstrated the use of fossil corals in lime making instead of using live corals mined from the sea. However, the new technology was found to be consuming a large amount of fuel wood. Further studies are being made on fuel-efficient kilns;

- Construction of a second trial environmentally friendly fishing gear known as *Wandodema* has been completed. It is essentially a very large stationary fish trap based on the Japanese design. The gear has been produced by the fisheries office with the facilitation by MIMP;
- Various logistical and administrative support provided to the District Natural Resources Office to enhance marine resources and Mlola Forest Reserve conservation outside the park boundary. Also support provided in developing tree nurseries in 14 villages adjacent to the forest.

#### ***Developing sustainable livelihoods***

- Seaweed farming: Notable progress made with 14000 kg of seaweed sold to ZASCO. New farms established as more groups are embarking on seaweed farming;
- Beekeeping has been aggressively promoted and village communities trained. Modern beehives have been introduced while traditional beehives have increased from 10 to 100 in Mlongo and Kungwi villages.

#### ***Empowering local communities***

- MIMP facilitated training of 6 women group leaders in respect of small business development. Other 25 women participated in a training organised by Mjini Lodge;
- The 22 MIMP village liaison committee members attended an exchange meeting with SHIRIKISHO delegation from Mtwara at which experiences were shared on community participatory in combating dynamite fishing. SHIRIKISHO has successfully eradicated dynamite fishing in Mtwara through community participatory approach; and
- Interactions between MIMP and Village Liaison Committees enhanced leading to better implementation of the permit system.

#### ***Research and Monitoring***

- MIMP worked closely with an IMS research team on the CORDIO programme funded by Sida and the World Bank, aimed at assessing the effects of the 1998 mass coral bleaching and mortality events;
- The Park assisted a researcher from UDSM who was studying the effects of fishing pressure on the reproductive biology of selected fish species.

#### **Problems and Possible Solutions**

- **Inadequate sea patrols:** Sea patrols could not be conducted on weekly bases due to high running costs and due to a breakdown of the patrol boat. Only 15 patrols were conducted in the past six months.

Efforts to keep boat spares are underway and a small fuel-efficient fibre-glass boat and a pick up engine for patrol activities have been ordered. This activity will further be enhanced by recruiting a Licensing and Enforcement Officer and 4 rangers.

- **MIMP/District Relations**

The relationship between the district authorities and the Park management remain poorly defined, causing some operational conflicts. The issue has been reported to the Marine Parks and Reserves Unit and the Board of Trustees for necessary action.

## 2.4 Mangrove Management Project (MMP)

The MMP through its zones has continued to undertake sustainable management of the country's 115,500 ha of mangrove forests. With the focus on coastal communities who depend on the mangroves ecosystem for their livelihoods, the management activities have been based on the following strategies:

- **Involvement of local communities**

Villages in the project areas have formed Village Natural Resources Committees which oversee community based activities, including patrols, replanting of mangroves in degraded areas etc.

- **Intersectoral Coordination**

Through collaborative meetings and workshops involving various sectors and stakeholders land use conflicts have been addressed.

- **Awareness raising**

Sensitisation activities on mangrove conservation undertaken through training, meetings, seminars, radio programmes, interactive video and through primary school teaching curriculum.

- **Training of project staff**

Both short and long term courses offered to staff in various fields relevant to mangroves conservation.

### **Successes**

- Active participation by the village communities
- A total of 145 ha of mangroves have been replanted
- Awareness on the need to conserve mangroves has highly increased in coastal villages.

### **Problems**

- Land use conflicts - rice farming in Rufiji, land allocation for salt making, prawn farming, lime production and hotels construction.
- Illegal mangrove harvesting
- Shortage of manpower

## **2.5 Rural Integrated Project Support (RIPS)**

RIPS has continued to support and facilitate marine environment protection with a strong community based participation. Now with the dynamite fishing completely eradicated with active participation of communities through their NGO - SHIRIKISHO, now the focus is on coral mining for lime making and beach seining.

In understanding the importance of empowering local communities and their NGO, RIPS is now undertaking a facilitated appraisal and evaluation exercise for the SHIRIKISHO. The objective of this is to enable SHIRIKISHO come up with a one year action strategy that will focus more on the pending issues regarding coastal resources protection and its management after their primary role of stopping

Successful appraisal and evaluation will not only help to guide SHIRIKISHO in identifying available opportunities and limiting factors, but will also provide for mechanisms and approaches for SHIRIKISHO to fit into the national level programmes related to integrated coastal zone management like TCMP, NEMC and others.

### **Progress made**

Consultations with members and leaders of villages in both Mtwara and Lindi are going on with the focus to collect views, experiences and perceptions on SHIRIKISHO's way forward. Consultative visits are expected to be finalised by June this year.

## **3.0 TCMP SELF ASSESSMENT**

### **3.1 Introduction**

The self-assessment did not reconsider TCMP's Life of Project Results; these were assumed to remain intact. Rather the focus was on strategies and annual results. Specific TCMP self-assessment objectives included the following:

- Assist the TCMP in developing its Year Three Work Plan by considering the strategies, successes, failures and challenges of Year Two.
- Draw lessons from TCMP's implementation experience and apply it to the development and operation of a national ICM Program.

- Build TCMP team cohesion and a shared view of the entire program and how each program element contributes to the whole.

The Retreat reviewed the results from the Self Assessment Workshop held earlier by key members from TCMP's working groups with the Self Assessment Team and helped identify priorities, strategies and potential challenges in the TCMP Year Three work plan. This exchange provided "customer" feedback about TCMP's interaction with locally based programs and gave clear direction on the need to strengthen the local-national relationship in Year Three.

## **3.2 Results of the Self Assessment**

### **3.2.1 Integrated Coastal Management Policy/Program That Is Effectively Applied To Coastal Problems (LOPR 1)**

#### ***WHAT WAS ACCOMPLISHED?***

#### **What were the anticipated results for year two?**

The following components of a coastal policy/program were developed:

- Issue profiles
- Policy/program goals and strategies identified
- Institutional and legal framework and implementation strategy developed

TCMP achieved its anticipated results in LOPR1 and moved closer than anticipated to policy adoption.

#### **What strategies were used to achieve the results?**

- Execution by Core Working Group with secretariat support
- Heavy consultation
- Took incremental steps in developing the policy documents
- Regular communication with public (via papers) and key stakeholders
- TCMP brought all the local programs together
- Legal team completed an inventory of regulations, Acts, policies, and legal cases related to ICM and completed a gap analysis
- Consultation with and preparation of key actors that were critical to policy adoption

## ***WHAT ARE THE LESSONS AND IMPLICATIONS?***

### **What were the barriers or challenges to achieving results?**

- Coordination between WG and external experts
- Coordinating timing of key actions for policy adoption.
- A number of other, high profile policies that are related to ICM has caused confusion
- Civil Service Restructuring Program and Local Government Reform Program caused instability
- Staffing changes at high levels of government (PS) slowed progress
- Transitioning the Core Group's input from technical to policy level
- Government action on policy adoption decreases as it moves towards budget session and general election
- Because this is a multi-sectoral policy, the number of people that need to be involved in the discussion is large
- Keeping the policy balanced between local and national issues

### **What are the key lessons that may be useful for future ICM?**

- White paper was repetitive, TCMP could have moved directly to draft policy
- Important to have Directors joined by local representatives and Members of Parliament
- Advisors to PS must be fully supportive of the policy
- The field study completed by the legal team to harvest the Tanga experience was extremely important
- Even though a highly consultative process was used, government still made substantial changes to the policy. Recognize that it is part of the policy adoption process.
- TMCP should have convened a meeting of the Vice President's Office to move from the Green Paper to the draft policy
- Even when staff representing institutions conveyed information about the process and policy back to their home institution, the leadership of the home institution was still compelled to make changes to the policy
- TCMP should have adjusted the participatory and consultative process to ensure the policy was delivered to government well in advance of the election date

## ***LOOKING AHEAD TO YEAR THREE***

### **What are the priorities for Year Three?**

- Carry out in tandem:
  - ❑ Completion of the policy adoption process
  - ❑ Support to planning and integrated management of coastal resources and activities at the local level
  - ❑ Provide mechanisms to balance national and local interests
- In the unlikely event that the ICM policy is not adopted in good time, more emphasis and resources should be given to support the District-level planning process and integrated management of coastal resources and activities at the local level, and more emphasis should be given to mechanisms to balance national and local interests

### **What strategies should be used in Year Three?**

- Guidelines for the preparation of ICM action plans that can be used by participating districts should be developed in collaboration with TCMP
- The TCMP will serve as technical advisors to district level planning efforts
- In the event the policy has not been adopted, the Local Government Reform Policy and local government laws will be used as channels for adopting the Guidelines

### **What are potential barriers and challenges in Year Three?**

- The current Local Government Reform Policy provides that districts should develop consolidated integrated development plans. This might pose a challenge when trying to infuse integrated coastal management plans within the consolidated plans.
- Financial sustainability is also a challenge. As existing programmes are currently externally supported, there is a need to think of ways in which the plans that are to be developed are going to be funded.
- Inequitable distribution of human and institutional capacity within some districts may also pose a challenge to implementation of the plans
- Once the Coastal Policy is adopted there will be a need for institutional restructuring within TCMP. The transition period within which the restructuring is supposed to occur may pose a challenge to implementation.

- The coming election may pose a challenge as the central government may shift program and funding priorities. Even after the election, staff transfers may occur which might act as a barrier to the collaborative process of developing plans.
- The implementation of the Local Government Reform Programme in phases is a disadvantage to districts that do not fall in the first phase. Districts which fall in phase one (about 35 districts) will have additional funding. The less advantaged districts such as Pangani may therefore need to be considered for extra funding to enable them to fulfill their tasks under the ICM action plans.

### **3.2.2 Science and Management (LOPR 1)**

#### ***WHAT WAS ACCOMPLISHED?***

#### **What were the anticipated results for year two?**

- Formulation of a national monitoring program
- Preparation of a comprehensive document on six marine science themes (coastal erosion, marine fisheries, coral reefs, water quality and pollution, mangroves, and other marine living resources)
  - Comprehensive review and synthesis of the literature including maps showing geographic location of various types of marine studies
  - Executive summaries for resource managers on each theme
- Bibliography of all Tanzanian marine science literature and annotated bibliography of selected documents for each theme area
- Preparation and publication of a Reference Location Guide for all available literature on marine sciences in Tanzania
- Preparation of photocopies of all previously unavailable literature and their placement in IMS, UDSM, and TCMP libraries
- Production of a Directory of Marine Scientists in Tanzania and its placement on the Web
- Initiation of a process for conveying marine science information to resource managers

### **What strategies were used to achieve the results?**

- A team of Theme Expert Leaders (TELs) was formed to prepare bibliographies and a comprehensive review of existing marine science literature in six theme areas
- An external review process was initiated to ensure the credibility of the documents that review and synthesize the literature
- Executive Summaries aimed at informing resource managers were prepared according to a common format
- All major libraries where literature on marine science is kept were visited to locate literature that is not readily available and to confirm that literature listed in catalogs is actually in the library
- A Reference Location Guide was prepared as a mechanism for informing scientists and managers on how to access marine science literature and for continuous updating
- A questionnaire was prepared and sent to institutions and individuals in Tanzania that are affiliated with or conduct marine science related activities. Results were compiled in a reference document and placed on the Web
- Networking with local ICM projects and managers was initiated through participation in TCMP national retreats

### **What results were realized?**

- Draft review and syntheses of literature completed and sent to external reviewers
- Mapping information collected
- First draft of Executive Summaries prepared for almost all themes
- Bibliographies and annotated bibliographies completed
- Draft Reference Location Guide completed
- Draft Directory of Marine Scientists in Tanzania completed

### ***WHAT ARE THE LESSONS AND IMPLICATIONS?***

#### **What were the barriers or challenges to achieving results?**

- Extreme difficulty in locating and obtaining copies of marine science reports, papers, and documents (e.g. conference papers, proceedings, and project report)
- Challenge of synthesizing information from a large number of diverse papers in a common format that informs both scientists and managers

- Difficulty in securing a high response rate to the Marine Science Directory questionnaire
- A barrier to designing and implementing national coastal ecosystem research, monitoring and assessment is the need for external funding

**Were the results the rights results to be targeted?**

- The first anticipated result (design of national monitoring program) was postponed. Because there exists a large amount of literature that had not been previously reviewed, there was a risk of designing a monitoring plan that is not based on prior assessment of science gaps and priorities for research and monitoring
- All other anticipated results were felt to be very appropriate since there is an urgent need for managers and scientists to have information on marine sciences readily available in an understandable form

**What are the key lessons that may be useful for future ICM?**

- There is a need for establishing better mechanisms for sharing information among scientists and managers
- National coastal ecosystem monitoring needs to be developed and coordinated to specifically address priorities for coastal management as identified by TCMF
- There is a need for better collaboration between scientists and managers in environmental conservation, restoration and management. Resource managers should be included in STWG
- STWG must actively solicit funds for conducting coastal ecosystem research, monitoring and restoration

***LOOKING AHEAD TO YEAR THREE***

**What are the priorities for Year Three?**

- Formalize and charge STWG as a body of the future TICMO office
- Prepare a State of the Coast using indicative indicators and the review completed by the Science Working Group
- Partner with other donors to develop and apply a national ecosystem monitoring program
- Serve as scientific and technical advisors as needed in the development of District development plans

- Provide advice to and collaborate with the new Tourism Working Group

### **Strategies for preparing a State of the Coast**

- Complete review documents STWG started in Year 2 (comprehensive synthesis report, executive summaries and bibliographies)
- Design Report Card and guidance for its use
- Convene a meeting with social scientists for input to the Report Card
- Pretest the Report Card
- Identify and contact the individuals who will be responsible for completing the Report Card and attending a State of the Coast Workshop
- Organize and convene a national State of the Coast Workshop
- Produce a State of the Coast using Workshop results and relevant sections of the synthesis reports

### **What are potential barriers and challenges in Year Three?**

- Determining appropriate membership of the new STWG
- Building a cohesive and strong STWG team capable of leading a science for management agenda that contributes to national ICM
- Appropriate selection of individuals to whom the Report Card should be sent and securing their motivation to participate
- Selecting suitable social scientists to help with the Report Card and State of the Coast report
- Synthesizing the large amount of information from the Report Cards and the synthesis reports into a single summary report on the State of the Coast
- Developing feasible and viable proposals for external funding
- Motivating communities to be involved in monitoring, restoration and conservation work

### **3.2.3 Intersectoral Mechanism for Addressing Emerging Economic Opportunities Demonstrated (LOPR 2)**

#### ***WHAT WAS ACCOMPLISHED?***

#### **What were the anticipated results for year two?**

- New TOR developed as a basis for MWG activities
- Intersectoral mechanisms tested

- Mariculture Guidelines developed and adopted
- Capacity increased for implementation of Guidelines
- Links developed between CWG and MWG
- New intersectoral issue selected

**What strategies were used to achieve the results?**

- Expand the MWG to include participation of new agencies
- Conduct regular meetings and workshops
- Consult with government agencies and Directors
- Develop and learn from real-life case-studies
- Prepare draft approval process for discussion and seek consensus from relevant stakeholders
- Conduct implementation workshop on approval process
- Provide regular feedback to CWG

**What results were realized?**

- Group expanded from 9 to 15 members
- Secretariat established to support MWG
- Mariculture Guidelines drafted
- Consultation and buy-in from key stakeholders
- Stakeholders Workshop and Directors meeting convened
- Proposed approval process developed
- Three of four case-studies completed
- Communication mechanism established between CWG and MWG

***WHAT ARE THE LESSONS AND IMPLICATIONS?***

**What were the barriers or challenges to achieving results?**

- Internal dynamics, consistency, and attendance of MWG members
- Members had to learn-by-doing
- Difficulties in getting decision-makers' attention
- Changes in decision-makers and policies
- Weak feedback from MWG members to their respective institutions or stakeholder groups
- All relevant sectors not represented on MWG (e.g. tourism, mining, industries)
- Lack of clarity on tenure rights (marine waters)
- Stakeholders at community level often have overly high expectations on MWG

### **Were the results the rights results to be targeted?**

- Overall, work plan targets and results were on target. One addition to the anticipated results was an approval process “checklist”.

### **What are the key lessons that may be useful for future ICM?**

- Try to connect MWG members’ work with the parallel work they are responsible for in their respective institutions
- Provide incentives to members to participate and seek consistent involvement
- Consult and engage Directors, local programs, and the private sector
- Be clear that members should represent their agencies and promote two-way communication between the work of the MWG and their agencies
- For any future WG, develop specific TOR and selection criteria for members
- In selecting new issues, choose those with economic importance for multiple stakeholders
- Provide for regular review and amendment of mariculture Guidelines
- Provide support to WG’s with secretariat, facilitators, and technical advisors
- Use Kiswahili media to conduct education and outreach

### ***LOOKING AHEAD TO YEAR THREE***

#### **What are the priorities for Year Three?**

For mariculture:

- Continued support for MWG
- Complete Guidelines and approval process checklist
- Support the adoption of the Guidelines
- Finalize learning document
- Build capacity to implement Guidelines
- Test and promote inter-sectoral mechanisms

For tourism:

- Establish Tourism Working Group (TWG)
- Include members from other Working Groups on TWG

- Develop a detailed task plan that draws from Mariculture Working Group experience
- Hold primer course on tourism and eco-tourism
- Profile tourism issues (including the use of peer-to-peer learning to support research associated with the profile)
- Develop tourism development guidelines
- Test and promote coordinated permit review
- Conduct a public awareness campaign

**What are potential barriers and challenges in Year Three?**

- It is expected that the barriers and challenges in Year Three will be similar to Year Two.

**3.2.3 Enabling Conditions for ICM Implementation (LOPR 3)**

***WHAT WAS ACCOMPLISHED?***

**What were the anticipated results for year two?**

- Link national and local levels of government in the development of coastal policy
- Provide support to locally-based coastal management activities
- Experience and learning shared among existing ICM activities in Tanzania through a national network of ICM practitioners
- Create an informed constituency at the District (and national) level

**What strategies were used to achieve the results?**

- Involve local programmes and key local government officials in multiple policy formulation events
- Two national retreats/meetings of local programmes and TCMP working groups
  - The substance of the coastal policy was enriched by sharing experience
  - Local programs provided line by line comments to Green Paper
- Coastal MPs / local government and local ICM programmes participated in November policy meeting
  - Local participation and endorsement gave policy credibility with central government

- Convened and facilitated forum between Fisheries Division and local stakeholders to resolve trawler/local fishermen conflicts
- Provided information to potential local ICM programmes and projects (e.g. Kunduchi, Mnazi Bay, WWF Eco-region study)
- Disseminated publications in English and Kiswahili through TCMP's mailing list
- TCMP produced and disseminated 15 publications
- Provided limited technical assistance on request to local ICM programmes
- Pwani Yetu was published 4 times (1000 in Kiswahili; 500 in English)
- Epwani email list functional with 45 subscribers
- Use Web site to make available general information on TCMP and electronic versions of key documents
- TCMP documents distributed through a mailing list that now contains over 100 names of ICM practitioners in Tanzania
- Focused consultations with coastal MPs, regional and district authorities
  - High level individuals (DG-NEMC) went to the field to hear views
- Distributed Video Voices from the Field at November Policy Meeting to Ministries and the media
- CEAS successfully underway in 7 Districts
- TCMP participated in World Environment Day
- Media meeting for reporters chaired by DG-NEMC
  - Many articles on coastal issues have appeared in the media

### ***WHAT ARE THE LESSONS AND IMPLICATIONS?***

#### **What were the barriers or challenges to achieving results?**

- Local programmes find it difficult to contribute articles and other input to Pwani Yetu and Epwani

#### **What are the key lessons that may be useful for future ICM?**

- While the purpose of TCMP/local programme meetings was to get input to policy; they had equal or greater import for programmes' learning from each other
- Input from local programmes/officials is crucial for improving the substance and credibility of national policy
- Specific venues must be provided for local program input

- Mixing local and central government representatives in the same meeting (e.g. November meeting) is very beneficial and productive
- Forums for stakeholders are crucial to problem solving. TCMP can convene these kinds of forums
- Preparing excellent Kiswahili versions of important documents (e.g. Green Paper) is important, but difficult.
- Timing newsletters to key events increases their impact
- Extracting information from local programme reports for use in Pwani Yetu stories is possible
  - However, it is better if local programmes provide their own stories
- It is difficult to have independently produced video aired on TV (a different strategy for video production might have been better)
- The CEAS is essential for TCMP credibility in coastal communities and needs to be continued
  - Some national support to districts for implementation will remain essential

### ***LOOKING AHEAD TO YEAR THREE***

#### **What are the priorities for Year Three?**

- Support information and communication systems that enhance contact between central government sectors and implementing districts
  - Promote sharing of experience and ideas among the emerging network of ICM practitioners in Tanzania. The target audience includes all members of the Working Groups and existing ICM programmes
  - Maintain the ICM practitioners' mailing list for Tanzania
  - TCMP should conduct workshops to convene all of the local coastal management programs every six months
  - Assist new coastal management initiatives during their design and start up phase as requested
  - Maintain the ICM practitioners email discussion group for Tanzania
  - Maintain a TCMP website that provides all of the TCMP's products and outputs on-line as well as regular progress reports and updates
- Raise awareness of and build support for ICM
  - Community partnership/awareness raising campaign that focuses on awarding prizes

- ❑ General media campaign to keep coastal management issues and concerns in the national press
  - ❑ Regular reports to people of Tanzania on progress being made on policy implementation.
- Provide support to districts as they prepare and implement ICM action plans
- Facilitate participation and compliance with regional and international conventions and declarations pertaining to coastal and marine management

### **What are potential barriers and challenges in Year Three?**

- Lack of material contributions from institutions and local communities
- Updating mail addresses
- Over-anticipation of TCMP support by project initiators
- Districts authorities should develop their own mechanisms and strategies to sustain the CEAS scheme and ensure local ownership
- Local ICM projects and programmes are not fully involved in CEAS planning and implementation
- Lack of motivation for local journalists to actively provide coverage of ICM related issues

### **What addition strategies will be required?**

- Translation of policy into simple and understandable Kiswahili
- Use of focussed and topical talks for the public on various topics related to coastal zone
- Encourage people to participate in the ICM practitioners email discussion group
- Facilitate various fora for information exchange and communication

## **3.2.4 Human and Institutional Capacity for ICM Built (LOPR 4)**

### ***WHAT WAS ACCOMPLISHED?***

#### **What were the anticipated results for year two?**

- Experience and training of coastal management practitioners through learning-by-doing

- Capacity for implementation of TCMP-developed strategies and guidelines is improved
- Development of a more "educational track" for ICM capacity building
- NEMC internal strategic planning process complete

**What strategies were used to achieve the results?**

- Learning by providing opportunities to practice coastal management (e.g. working groups, field visits, Director's meetings, national ICM workshops)
- Connect with regional capacity-building effort to learn from outside experience and to compare TCMP experience to other countries in the region
- TCMP partnered closely with SEACAM to conduct a regional mariculture EIA workshop
- Institutional capacity building focused on NEMC
- As opportunities arose, TCMP introduced ICM practice to key stakeholders through presentations, meetings and site visits.

***WHAT ARE THE LESSONS AND IMPLICATIONS?***

**What were the barriers or challenges to achieving results?**

- Time and resources available
- No clear institutional partner to move ahead capacity building links
- Extension program for mariculture guidelines delayed because they have not been completed

**What are the key lessons that may be useful for future ICM?**

- Learning by doing is an effective approach to capacity building
- Capitalize on other training programs in the region
- Capacity building needs assessments should be based on very clear objectives and assumptions
- Capacity building can not be rushed, it is a process that takes time and effort
- A range of different strategies needs to be used when building capacity
- Additional methods will need to be employed in order to more rapidly increase the number of trained coastal managers

## ***LOOKING AHEAD TO YEAR THREE***

### **What are the priorities for Year Three?**

- Build national ICM institutional structures capable of implementing ICM policy
- Build capacity through learning-by-doing and by providing in-service training and workshops

### **What additional strategies will be required?**

- Preparation of simple and clear versions of the coastal policy for government at the ministerial level and the general public
- TCMP should consult with local programs to be able to give recommendations to the PS on district representatives where there are local programs to be invited to the IMCIC
- It is important that the VPO/PS is fully engaged and convenes the IMCIC
- TCMP should begin preparing operating rules governing IMCIC activities, the first meeting will be very critical
- Awareness raising and capacity-building at the ministerial level (e.g., exchange visit with South Africa, participation in Maputo Ministerial)
- Each Working Group should have a capacity-building focal point and these persons should meet periodically
- Exchange training experience with other programs: learning by borrowing
- Consider training partners/strategies at the very beginning of guideline development

### **What are potential barriers and challenges in Year Three?**

- Tasks for Year Three will be influenced by whether the ICM policy is adopted, and changes made to it as it is adopted
- Institutional structure for TICMO may change during adoption
- Formal convening mechanisms are not clear for the IMCIC and this must be given careful thought
- Possible conflict with ILFEM
- Maintaining consistent attendance and enthusiasm for regular Directors Meetings
- For Working Groups, it will be necessary to link members' TCMP role with their own institution and develop official TOR
- Logistics of coordinating with local programs to deliver capacity-building for district planning
- Challenge in coordination and involvement with other projects

## ANNEX A

### Agenda

Tuesday, 2 May – *TCMP Self Assessment Retreat*

#### **Welcome and introductions (*J. Daffa*)**

09:00-09:30 General opening statement by TCMP that includes an overview of the retreat's objectives, agenda and review of instructions (per diem, etc). Participants to the retreat will introduce themselves. Participants will be asked to state which working group they are on, what institution they are with and something about their technical background (what is their specialty).

#### Program presentations

Each programme will be asked to make a short presentation (no more than 20 minutes) on their status, key lessons and challenges. Throughout the presentations, participants will be asked to note their observations (on key challenges and lessons) by writing them on flip paper (1/4 ripped). These will be posted publicly and be used to draw overall observations and lessons.

09.30-10:00 **Tanga Coastal Zone Conservation and Development Programme**  
(*Dengo*)

10:00-10:30 **Rufiji Environment Management Project** (*Mwambeso/Chande*)

10:30-11:00 **Marine Parks and Reserves Tanzania and Mafia Island Marine Park**  
(*Msumi*)

11:00 **TEA BREAK**

11:00-11:30 **Mangrove Management Project** (*Mwanuo*)

11:30-12:00 **Saadani Mkwaja Game Reserve** (*Minja*)

12:00-12:30 **Rural Integrated Project Support** (*Mnguli and Fundi*)

#### Lunch break and greeting to participants

12:30-14:00 Dr. Magnus Ngoile will join participants for lunch and talk to them. The talk with Ngoile will take about 20 minutes.

#### **Presentation and reflections by TCM Partners**

14:00-16:00 Each element TCMP "team" will present a 20-minute presentation that addresses the self-assessment questions. Following each presentation, there will be a question and answer period to clarify and probe more deeply into the questions. A

facilitator will track the key points (in terms of progress and lessons for the future).

#### Reception

18:00-20:00 Reception for self-assessment team, TCMP partners, SOT members, and other invited guests.

### Wednesday, 3 May – *Advancing coastal management in Tanzania*

0830-0930 TCMP will present its transitions strategy, to go from implementing the original design to implementing the proposed national ICM policy. The presentation will also include:

- What lessons can be projected forward based on TCMP's and the local programs' operating experience?
- What are the anticipated results for year three?
- What are the proposed strategies for achieving those results?
- What are the critical barriers or challenges to achieving the results?
- How does the selected strategies overcome these barriers?

#### **Review and comment on transition strategy and work plan**

9:30 to 12:30 The participants will be divided into groups (mixed), one for each part of TCMP's work plan (*these need to be defined*). Each group will review and comment their part of the work plan, focusing on strategies and tasks. Feedback will be given in two ways:

- Written comments using the "comment sheet." The comment sheets are designed to collect individual comments on the work plan.
- A presentation to the full group on substance. This is meant to focus on comments related to information or approaches described in the document. These comments will be written on a flip chart.

At 13:30 each group will present their findings (10 min each). They will also submit their written comments to the TCMP secretariat (Lewis) who will compile and sort by page and paragraph.

#### Lunch break and greeting to participants

12:30-13:30 Lunch break. Groups continue to work if necessary.

#### Group presentations

13:30-15:30 Each group will present their findings (10 min each). They will also submit their written comments to the TCMP secretariat (Lewis) who will compile and sort by page and paragraph. Tea will be served during the presentations

#### Lesson drawing and group learning

- 15:30-16:30 Based on lesson drawing (from project and TCMP presentations and personal observations), participants make personal notes on:
- What are the critical preconditions for longer-term success?
  - List three lessons learned to date that may be useful for the coastal management effort in the future. These may be the conditions that led to success, or the lessons learned from an activity that was not as effective as expected.
  - What are the barriers or challenges to achieving results in the next year?

Participants will be asked to share their personal comments with the group. The material will be collected and incorporated into the self assessment report

Close of retreat: 16:30-17:30 Close and vote of thanks

## ANNEX B

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## APPENDICES