

**Tanzania Coastal Management Partnership
for
Sustainable Coastal Communities and Ecosystems in Tanzania**

**Project Description
and
Year One Work Plan**

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List of Acronyms

ADCI/VOCA	Agricultural Cooperative Development International
AIDS	Acquired Immunodeficiency Syndrome
C2C	Catchment-to-Coral Reefs
CFMP	Collaborative Fisheries Management Plan
CRC	Coastal Resources Center
CTO	Cognizant Technical Officer
DAP	District Action Planning
EAME	Eastern African Marine Ecoregion
FINCA	Foundation for International Community Assistance
FIU	Florida International University
GIS	Geographic Information Systems
GLOWS	Global Water for Sustainable Program
HIV	Human Immunodeficiency Virus
ICEMS	National Integrated Coastal Environment Management Strategy
ICM	Integrated Coastal Management
ICMU	Integrated Coastal Management Unit
IR	Intermediate Results
LoP	Life of Project
MACEMP	Marine and Coastal Environment Management Program
MKUKUTA	National Strategy for Growth and Reduction of Poverty (In Kiswahili)
MPRU	The Marine Parks and Reserves Unit
NEMC	National Environmental Management Council
NGO	Non Governmental Organization
NSC	National Steering Committee
PEACE	Population, Equity, and AIDS in Coastal Environment Projects
PGPC	Program Guidelines and Principles of Cooperation
PMP	Performance Monitoring Plan
RUMAKI	Rufiji, Mafia, Kilwa Seascape Project
SANAPA	Sadaani National Park Authority
SEEGAAD	Smallholder Empowerment and Economic Growth through Agribusiness and Association Development
SO	Strategic Objective
SUCCESS	Sustainable Coastal Communities and Ecosystems in Tanzania
TANAPA	Tanzanian National Parks Authority
TAWLAE	Tanzanian Association of Women Leaders in Agriculture and Environment
TCMP	Tanzania Coastal Management Partnership
TNC	The Nature Conservancy
URI	University of Rhode Island
USAID	United States Agency for International Development
VECs	Valued Ecosystem Components
WIOMSA	Western Indian Ocean Marine Science Association
WWF	World Wildlife Fund

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1. Introduction

The need to better manage Tanzania's coastal ecosystems and conserve marine biodiversity is urgent. The nation's 1,424 kilometers of coastline include important bio-diverse assets such as estuaries, watersheds, mangrove forests, beaches, coral reefs and seagrass beds and rare species of wildlife – all of which are threatened. Pressures include increasing populations, widespread poverty, poorly planned economic development, under-resourced government institutions, and weak implementation of existing policies and laws. Within this already-challenging context, it becomes increasingly difficult to improve coastal resources management and to improve the quality of life for coastal people when growing numbers of Tanzania's coastal population are HIV positive and when a lack of gender equity permeates coastal resource-based enterprises. Yet against this backdrop, Tanzania has made substantial progress in developing the enabling conditions for sustainable management and conservation of its coastal resources.

Continued and strong support of this effort has come from the United States Agency for International Development (USAID). This includes the agency's support for development of the National Integrated Coastal Environment Management Strategy (ICEMS), adopted in 2002, which calls for *“implementing the national environment policy and other policies in conserving, protecting and developing Tanzania's coast for use by present and future generations”*. Associated with the national strategy are guidelines on tourism and mariculture development, and a seaweed development strategy. These supporting policies help set the stage for sustainable economic development that can contribute to the government's objectives on poverty alleviation while ensuring environmentally sustainable development.

The national ICEMS and related policies and guidelines provide an overarching framework for implementation on the ground, and this process has begun. District action plans are being implemented – with support of the National Environmental Management Council (NEMC) and related national agencies – in Pangani, Bagamoyo and Mkuranga. Implementation is emphasizing the establishment of collaborative fisheries management plans whereby fishers play an important role in planning, management and enforcement of fisheries rules, in addition to enterprise development opportunities linked to the coast's rich cultural heritage and natural resources. This includes development of small-scale enterprises in tourism, mariculture and beekeeping.

Currently, there are a number of planned and on-going initiatives along the mainland Tanzania coast that can complement coastal management efforts and the implementation of the National ICEM Strategy. These initiatives include: Tanga Coastal Zone Conservation and Development Program; Kinondoni Integrated Coastal Area Management Project; Smallholder Empowerment and Economic Growth through Agribusiness and Association Development Project (SEEGAAD); Marine and Coastal Environment Management Project (MACEMP); Kinondoni Integrated Coastal Area Management Project; World Wildlife Fund (WWF) -Eastern African Marine Eco-region Program; Rufiji, Mafia, Kilwa Seascape Project (RUMAKI); and the Mangrove Management Project. The Marine Parks and Reserves Units (MPRU) with its existing Marine Reserves (of Maziwe and Dare Es Salaam) and Marine Parks of Mafia Island and Mnazi Bay and Ruvuma Estuary also contribute to the framework for marine and coastal resources management in Tanzania. It is essential that activities carried out by this project are synergistic and complimentary to these project initiatives.

The challenge now is how to harvest these investments and move from policy and planning to much-needed execution. There is also a strong need to integrate additional issues into existing policy and planning frameworks. These issues include the AIDS epidemic and its impacts on sustainable natural resource use and coastal conservation, gender equity (female growers dominate seaweed farming and promoting this type of mariculture provides significant opportunities for gender balanced economic development), freshwater flow issues (in the Pangani and Bagamoyo districts, the Sadaani National Park relies on year round freshwater flows from the Wami River in order to sustain the Park's wildlife and critical wetland habitats which are so important for bio-diversity conservation and for eco-tourism development), and fishing issues (the need for the shrimp fishery to adopt better technology that reduces impacts on bottom habitats such as seagrasses, reduces by-catch of juvenile finfish essential to sustaining a healthy fishery for hundreds of small scale fishers, and reduces the incidence of sea turtle mortality). This Project will assist three districts and their associated land and seascape areas and protected zones address these issues and move from ICM planning to ICM implementation in a way that conserves bio-diversity and promotes enterprises based on sustainable natural resource use.

For a decade, the Coastal Resources Center (CRC) at the University of Rhode Island (URI), with funding from donors including USAID, the World Bank and private foundations has worked in mainland Tanzania and Zanzibar on coastal resources management initiatives. Activities are implemented through the Tanzania Coastal Management Partnership (TCMP), an institutional arrangement created by CRC/URI, NEMC and USAID in 1997. The long-term goal has been to establish a sustainable ICM program in Tanzania – one that makes ICM the business of national level government and uses decentralized mechanisms at the district and local levels. While progress has been made, this Project will help accomplish key aspects of what remains to be done to achieve this goal.

The USAID/Tanzania funded project described in this document builds on past and ongoing efforts of CRC in Tanzania. Initial efforts started in 1997 focused on extracting lessons learned from a number of site-based initiatives in order to develop a national framework for coastal management. This initial goal has been achieved with the establishment of the Tanzania ICEMS and the suite of related guidelines and strategies. The current challenge is to move from policy planning to implementation, and connecting the national governance framework to local actions. In addition to this new USAID mission funded project entitled *Sustainable Coastal Communities and Ecosystems in Tanzania* (SUCCESS Tanzania), CRC has several other sources of funding supporting the long-term goal of TCMP. This includes the *Population, Equity, and AIDS in Coastal Environments* Project (PEACE) supported by USAID/Washington. PEACE is focusing on exploring and mainstreaming HIV/AIDS, gender and population dimensions into coastal conservation initiatives in the districts of Pangani and Bagamoyo, with a geographic focal point around the Sadaani National Park. The other initiative is the USAID Washington funded global program for *Sustainable Coastal Communities and Ecosystems* (SUCCESS). In East Africa, this program is implemented by the Western Indian Ocean Marine Science Association (WIOMSA) based in Zanzibar. This effort includes a regional training initiative as well as on-the-ground results supporting livelihood development in mariculture in Zanzibar, Mkuranga and Bagamoyo.

Project Goal and Anticipated Results

2.1 Goal, Results Framework and Relationship with USAID/Tanzania and the Government of Tanzania Development Goals

This five-year Project will continue building sustained integrated coastal management (ICM) governance capacity while securing tangible on-the-ground results focused on conservation and sustainable natural resource based livelihoods. The goal of this project is to conserve coastal and marine biodiversity while improving the well being of coastal residents through implementation of the Tanzania ICEMS and related ICM policies and strategies.

The USAID Mission in Tanzania has entered into a new strategic agreement with the Government of Tanzania that describes the USAID priorities for supporting Tanzania's development programs over the next decade. The USAID strategic objective (SO) and intermediate results (IR) in the environment and natural resources (SO 13) sector are:

SO 13: Biodiversity Conserved in Targeted Landscapes Through a Livelihoods Approach

- IR 1: Policies and Laws that Integrate Conservation and Development Applied
- IR 2: Participatory Landscape Scale Conservation Practiced
- IR 3: Conservation Enterprises Generate Increased and Equitable Benefits from Sustainable Use of Natural Resources

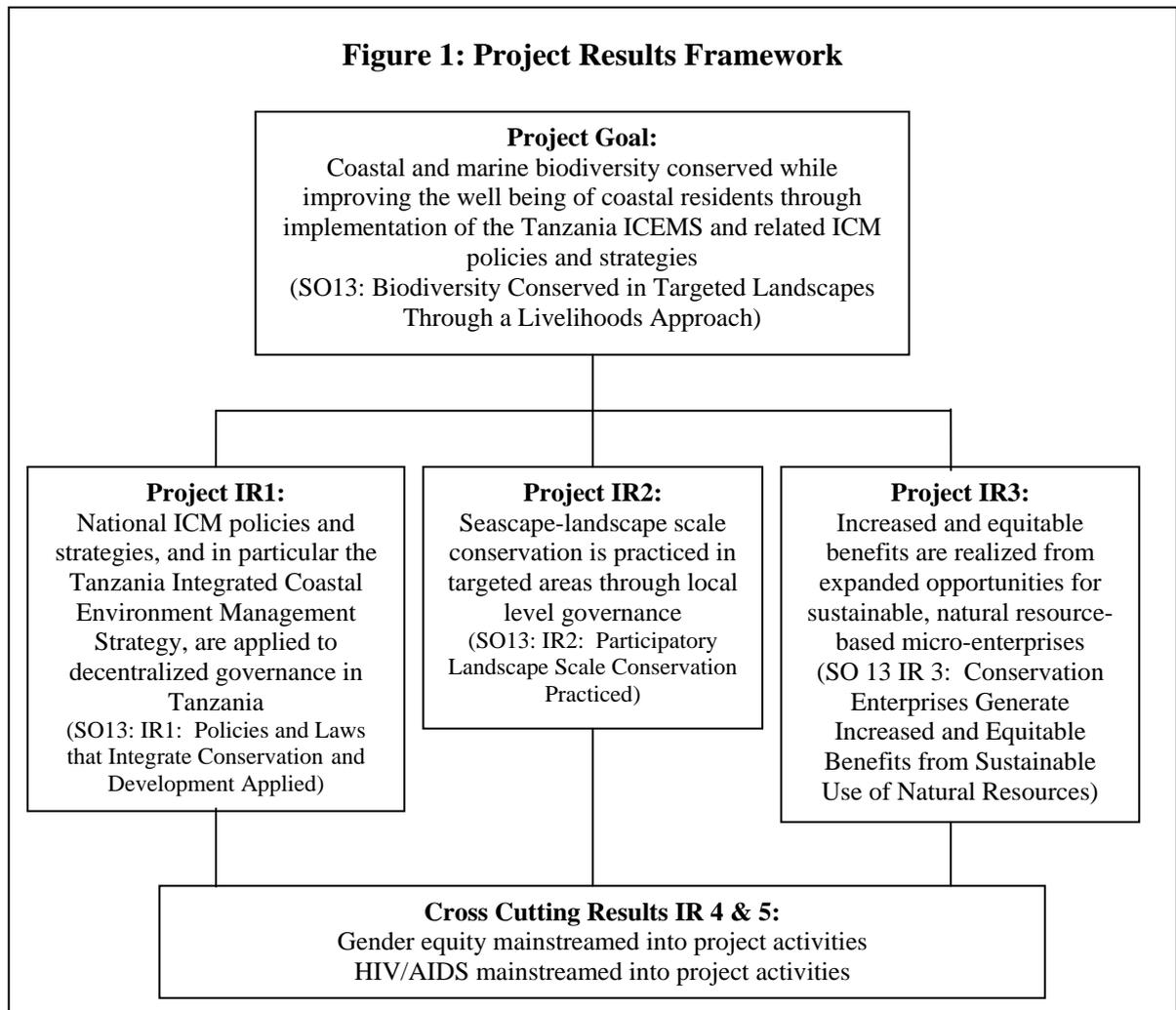
The project goal is tailored to contribute to the USAID/Tanzania strategic objective 13, specifically in coastal and marine areas. Project results complement the USAID/Tanzania environment and natural resources intermediate results for this strategic objective.

There are three intermediate result categories for this project:

1. National ICM policies and strategies, and in particular the Tanzania Integrated Coastal Environment Management Strategy, are applied to decentralized governance in Tanzania (Project Result 1 contributes to USAID/T-SO13 IR 1).
2. Seascape-landscape scale conservation is practiced in targeted areas through local-level governance (Project Result 2 contributes to USAID/T-SO13 IR 2).
3. Increased and equitable benefits are being realized from expanded opportunities in sustainable, natural resource-based micro-enterprises (Project Result 3 contributes to USAID/T-SO13 IR 3).

The results expected from this project are tailored around the USAID intermediate results categories and emphasize the implementation of the ICEMS, promoting local governance for implementation, and livelihood development. This last result area is particularly important. In order to maintain and strengthen the constituency for coastal management in Tanzania, tangible benefits must be demonstrated to those most affected – the stakeholders living in hundreds of coastal villages along the coast. The program elements listed above are complemented with a number of cross cutting themes. Combined, they make up the project results framework illustrated in Figure 1.

The project’s goal and expected results contributes to the implementation of the Government of Tanzania’s development objectives. Specifically, it addresses both the National Integrated Coastal Environment Management Strategy (Strategies 1 – 7) and the goals described in the National Economic Growth and Poverty Reduction Strategy of “MKUKUTA” (Economic Growth and Income Poverty Reduction, Improved Livelihoods and Social services, and Good governance).



The scale and scope of this USAID supported project does not allow us to contribute to all strategies within the ICEMS. However, the project will make a significant contribution to Strategy 1 of the ICEMS supporting integrated management of coastal resources at the local level. The main mechanism for this result will be through ICM action plan implementation grants for three districts. Strategy 3 of the ICEMS is supported through promotion of sustainable enterprises for coastal people, and supporting assessments important to managing geographical areas of concern – particularly the Wami River estuary and adjacent habitats. Strategy 6 focuses on stakeholder involvement that is a basic strategy for all of the work undertaken by this project. Strategy 7 emphasizes capacity development. Our priority will be to concentrate on development and strengthening of the Integrated Coastal Management Unit (ICMU) within NEMC, and learning-by-doing through coordinated implementation in selected districts.

This project apart from contributing to the implementation of the National ICEMS is also contributing to the implementation of the National Strategy for Growth and Reduction of Poverty (NSGRP) commonly known as MKUKUTA. It will contribute to the broad outcomes and goals as specified in the following MKUKUTA majors clusters:

Cluster 1: Growth and Reduction of Income Poverty. In this cluster the project will contribute to goal 2 on promoting sustainable and broad-based growth, goal 3 on improved food availability and accessibility at household level, and, goal 4 on reduction of income poverty of both men and women in rural areas -of the selected three coastal districts

Cluster 2: Improvement of Quality of Life and Social Well-Being. Here the project will contribute to goal 1 on HIV/AIDS and goal 3 on safe and sustainable environment and thereby reducing vulnerability from environmental risk.

Cluster 3: Governance and Accountability. In this cluster the project will contribute to goal 1 on policy/law applied and public participation and goal 2 on equitable allocation of public/natural resources.

2.2 Expected Project Results

Over the next five years the project will strive to achieve the following results:

Result 1. National ICM policies and strategies, and in particular the Tanzania Integrated Coastal Environment Management Strategy, are applied to decentralized governance in Tanzania

The initial focus of the TCMP program was implementation of the national ICEM strategy and improved planning and policies in mariculture and tourism. Execution of the integrated coastal environment management strategy (ICEMS) over the last two years has emphasized decentralized coastal management and conservation. While participatory approaches and tools for ICM action planning are currently being piloted in selected coastal districts and tangible short-term results that enhance societal well being and protect coastal ecosystems are now emerging, execution of ICM strategies at the national and local level remains a great challenge.

This is largely due to scarce resources and multiple priorities. Often laws, policies and strategies are developed but implementation is weak – due to the limited capacity of those institutions responsible for implementation. Recognizing this, the Project will focus – within this particular results category on: (1) improving human and institutional capacity to implement the ICEMS and decentralized governance, and (2) ensuring policies and strategies for coastal conservation and sustainable livelihoods are applied. At the end of the project, we expect:

- NEMC has established an integrated coastal management unit (ICMU), which has begun implementing the Integrated Coastal Environment Management Strategy.
- The ICEMS National Steering Committee is meeting regularly on issues of national concern, in response to needs of districts implementing ICM action plans.
- The knowledge and skills of NEMC and district staff and other key individuals, including community leaders in the three targeted districts, is strengthened such that they are effective resource stewards and can implement district ICM action plans.
- The ICMU is working in public-private partnership to promote sustainable coastal

- development and is supporting the coastal districts in implementing ICEMS.
- NEMC is fully coordinating the implementation of the ICEMS, having allocated dedicated staffing and budget to this task.
 - Guidelines for district action planning have been assessed, revised and applied to development of district action plans in districts supported by other donor projects.
 - NEMC and the National Steering Committee (NSC) are effectively coordinating donor assistance targeted at the implementation of the ICEMS.
 - Action research is conducted for modified trawl-gear designs, which have been proven to reduce impacts on bottom habitats, reduce by-catch of juvenile finfish, and reduce incidences of sea turtle mortality.
 - Use of modified, more sustainable trawl gears is recommended as a national policy/regulation that promotes adoption throughout the marine trawl industry.

Result 2. Seascape-landscape scale conservation is practiced in targeted areas through local level governance

There are three components in this result category: freshwaters flows, collaborative fisheries management, and district action planning.

The project will promote landscape- seascape scale conservation in the Wami River basin emphasizing freshwater flow needs to maintain ecological services in the lower basin. The Wami watershed is critical for biodiversity conservation in the Sadaani National Park and contains ecologically important wetland, mangrove and estuarine habitat.

Throughout the developing world, artisanal fishers are among the poorest of the poor. The problems they face include overexploitation of inshore stocks, intrusion by industrial trawlers into near-shore fishing grounds, destructive fishing practices and overall environmental degradation. This project’s fisheries management efforts will focus on bringing about changes in human behavior that lead to improved fish stocks and reef conditions in crucial ecosystems at the district level. Fisheries management-related results will emerge from actions taken in the targeted fishing communities of Bagamoyo while nested within larger-scale fisheries ecosystem management strategies.

Using a learning-by-doing strategy, the project will work within the Bagamoyo, Pangani and Mkuranga districts to build the capacity to plan, adapt and implement district ICM action plans, and incorporate these into the overall district development plans. The project will use an adaptive management approach to build multi-sectoral linkages into the action plans and include a greater degree of specificity than was included initially.

By the end of the project, we expect:

Management of the Wami River Freshwater Resources

- Initial assessments are made of the impacts on the lower basin’s estuarine biodiversity, ecological health, and fisheries caused by reduced freshwater flows and on the potential economic impacts of the above influences;
- Information from the initial Wami river assessment is used in basin-wide planning by the Wami-Ruvu River Basin Office.
- Techniques are applied to the Wami River watershed to identify freshwater flow needs to meet conservation priorities and assess threats to maintaining desired ecosystem qualities for the coastal areas in and around Sadaani National Park.

Collaborative Fisheries Management in Bagamoyo District

- A collaborative fisheries management plan (CFMP) and associated no-take fishery reserves are being implemented in the district of Bagamoyo.
- Local capacity is established to monitor the condition and health of the ecosystems within the CFMP area and the data is being used to adaptive management.
- The abundance and diversity of fish and live coral cover inside no-take marine fishery reserves in CFMP areas remains stable or increases.

District Action Planning

- The Bagamoyo, Pangani, and Mkuranga districts are providing resources to support ICM action planning and implementation.
- District ICM action plans are updated and incorporated into district development plans and budgets and districts are contributing resources towards implementation.

Result 3. Increased and equitable benefits are realized from expanded opportunities for sustainable, natural resource-based micro-enterprises

Many rural communities depend upon the goods and services provided by their coastal ecosystem. While these communities need to protect and improve environmental quality, they also need to improve their own quality of life in areas that include income, food security and nutrition, and equity. To address these issues, the Project will promote low-impact, high-benefit microenterprise growth in eco-tourism, aquaculture, and beekeeping. By the end of the Project, we expect:

- Between 100 and 200 sustainable natural resource-based enterprises in mariculture (e.g. seaweed farming in Bagamoyo and Pangani, small-scale tourism in Pangani and Bagamoyo, and beekeeping in Mkuranga, Pangani and Bagamoyo) are established and benefiting at least 200 individuals.
- 100 micro credit schemes to support natural resource-based enterprises by rural poor households are established and operating with low default levels.
- Sustainable natural resource-based enterprises are operating successfully, and generating jobs and economic benefits for men and women in poor rural households.
- Women and marginalized groups are benefiting from and empowered as a result of diversified livelihoods created through the natural resource-based enterprises and micro credit schemes.
- Spatial and regulatory tools are applied for appropriate siting and operation of ponds and seaweed farms, with minimization of the ecological footprint of these operations.
- Extension capabilities are strengthened in the three targeted districts in the areas of mariculture, tourism and beekeeping with special attention to the capacity at all levels (government, non-government organizations (NGOs), farmers) to understand the dynamics and techniques that enable low-impact, high-benefit enterprises to be developed and sustained within their respective ecosystems.

The performance monitoring and reporting plan is described in the monitoring and evaluation section of this workplan. One of the first tasks in Year1 will be to revisit these Life-of-Project (LoP) targets and develop annual targets, as well as training staff and partners on the collection and reporting of appropriate information for performance monitoring and evaluation.

2. Technical Approach and Implementation Strategies

The Project will engage with sectoral and conservation agencies responsible for implementing various elements of the national integrated coastal environment management strategy and related strategies and guidelines. This involves working with our primary partner agency, NEMC, with other government agencies such as the Ministry of Natural Resources and Tourism, as well as with District Councils in targeted Land - seascape areas. We will also work with NGOs and private sector groups. The Project builds on the TCMP history of successfully leveraging resources by linking donor projects; facilitating the sharing of lessons learned across projects; developing joint recommendations for policy changes; identifying priority implementation needs; and assisting local partner institutions to build their capacity for implementation.

3.1 Geographic Focus

The Project concentrates its efforts in two land-seascape areas. The first area is the lower Wami River basin, including the Sadaani National Park, Maziwe Reserve and the coastal seascapes in the Pangani and Bagamoyo districts. The second, but less emphasized area is the Mkuranga district bordering the Rufiji-Mafia-Kilwa marine ecoregion. All three districts have high numbers of rural populations and coastal fishers – who are both very poor and dependent on these resources for their livelihoods. These three districts/land-seascapes have ICM action plans adopted, have ICM committees formed, and have staff ready to coordinate and implement action plans. In these districts, TCMP has already helped establish the enabling conditions for rapidly changing institutional behaviors, and achieving economic and environmental improvements.

The Pangani-Bagamoyo Land-Seascape Area

Bagamoyo is a nationally important Eastern Africa Marine Ecoregion (EAME), and is being evaluated as a World Heritage Site. The area around Bagamoyo is an important shrimp trawling ground. Yet, the area's biodiversity is threatened by benthic habitat damage from shrimp trawlers, and by excessive by-catch and incidental mortality of endangered marine species (e.g., sea turtles). This trawl fishery also threatens the livelihoods of nearshore fishers as the trawlers harvest more and more of what was previously available to the nearshore fisher.

Pangani contains the Maziwe Marine Reserve and several community-managed, no-take conservation zones. Pangani and Bagamoyo contain the majority of the area covered by Sadaani National Park and most of the surrounding settlement areas. Sadaani is the only national park in Tanzania with both terrestrial and ocean areas. The Wami River's lower reaches run along the Park's southern portion. The Wami is one of the largest rivers draining through the Park and the only one that flows year round. Its lower watershed contains significant wetland, mangrove and estuarine habitat essential for migratory bird and wildlife. As the river drains to the sea, the mangroves and associated estuarine habitats support the small-scale nearshore fishery and juvenile shrimp – key to sustaining the commercial fishing catch and generating foreign income.

The main source of water for the Wami River is the Nguu and Ukaguru Mountains, which are part of the Eastern Arc Mountains. These mountains are well known for their high level of biodiversity. The area supports tropical rain forests and is rich in water, plant and animal life – many of which are endemic. The Wami River catchment includes the Wami-

Mbiki Wildlife Management Area (WMA), Mtibwa sugar complex, teak forests, the Wami rice irrigation scheme, the Chinese supported Chalinze-Wami water works, as well as the Sedan National Park, which has social and economic significance to the entire nation. Excessive withdrawals from the upper Wami (South Nguu) watershed, however, threaten crucial ecosystem functions including freshwater flows, pulsing, water quality and the wildlife and fisheries that depend on these flows in the lower catchment and nearshore coastal region. Additional threats to sustainable ecosystem management of the lower basin and nearshore waters include population growth (especially in the South Nguu mountain catchment area and along the basin), the planned expansion of development projects in sugar farming, waterworks, irrigation, mining, logging, and prawn trawling. All of these provide challenges to managers and policy makers working in multiple sectors and agencies with related but varying responsibilities for wildlife, fisheries and water resources management. These challenges are exacerbated by the absence of scientific information necessary for making informed decisions and for developing strategies for conserving and protecting the coastal ecosystem components within the larger scale land-seascape.

The districts of Pangani and Bagamoyo, together with the Wami River watershed and the adjacent nearshore marine waters, form the largest of the two landscape-seascape areas where the Project works in a seascape/landscape planning effort using a Catchment-to-Coral reefs (C2C) approach. Unique to this approach is the recognition of the interrelationships of terrestrial and marine areas requiring an integrated approach.

The Mkuranga Land-Seascape Area

The Mkuranga district nearshore marine habitats and the associated coastal land areas form the second land-seascape area where the Project will work. The Mkuranga district is also an important coastal area that borders the Rufiji-Mafia-Kilwa ecoregion located to the south, and the Dar Es Salaam Marine Reserve located to the north. It provides some of the most productive and valuable fishing grounds within Tanzania and suffers from conflicts between commercial and small-scale fishers and overfishing. While not part of the Rufiji-Mafia-Kilwa ecoregion (already heavily supported by bi-lateral and multi-lateral donors), the Mkuranga district is an important area as it will inevitably be the recipient of resource pressures “pushed” northward from the Rufiji-Mafia-Kilwa ecoregion and southward from Dar Es Salaam.

Area and Population in the Targeted Land-Seascapes

The Wami River basin covers an area of 45,340 km², with approximately 489,511 persons. The area within the Sadaani National Park is 962 km² of land and approximately 60 km² of sea space. The Pangani, Mkuranga, and Bagamoyo districts encompass land of 1657 km², 2744 km², and 8595 km² and a marine zone of approximately 1040 km², 500 km², and 1000 km² respectively. These districts contain a total population of 421,699 (Pangani with 44,107 persons within 11,421 households; Mkuranga with 187,428 persons within 43,504 households; and Bagamoyo with 230,164 persons within 51,045 households). There are a total of 4,384 fishers with an estimated 1,200 in Bagamoyo; 1,970 in Mkuranga; and 1,214 in Pangani. These land-seascapes therefore constitute a sizeable target area for improved management and include a considerable number of potential direct and in-direct beneficiaries resulting from Project activities.

3.2 Implementation Strategies

Implementation strategies are tailored to each Project objective and incorporate elements to help ensure a sustainable constituency even after donor support has ended. These elements include:

- Moving towards a new model of coastal governance that uses a highly participatory approach involving key stakeholder groups and coastal communities, working collaboratively with government to plan and implement resource conservation and management strategies
- Building individual and institutional capacity within existing organizations and at the community level
- Linking resource management actions with livelihood development, so that local resource users become committed to and view improved resource management as a means for sustaining and protecting their natural resource-based livelihoods
- Partnering with several local on-the-ground NGOs and local and national government to deliver coordinated services for conservation initiatives and coastal enterprise development
- Building and integrating multi-sectoral linkages into an overall governance approach of planning and implementation at various scales and through multiple institutional mechanisms (including consideration of the impacts of gender and HIV/AIDS on ICM initiatives)

Specific implementation strategies and activities are described below for each key Project result category:

National ICM policies and strategies, and in particular the Tanzania Integrated Coastal Environment Management Strategy, are applied to decentralized governance in Tanzania

Capacity building is essential for NEMC and the ICEMS National Steering Committee (NSC) – the two entities responsible for integrating the strategy into sectoral policies and programs and for reviewing large-scale coastal development proposals for their environmental sustainability. Strengthening NEMC means building its capacity to guide a national coastal program with a diversified, multi-sourced funding base. To do this effectively, NEMC must establish a formal coastal operating unit – the Integrated Coastal management Unit (ICMU) within its organizational structure; assign and manage an appropriate budget; hire or reassign talented staff; and develop and implement a strategic plan. The NSC must be strengthened to 1) fulfill its mandate to steer donor assistance to certain coastal areas based on local needs and priorities; 2) review important national policies including those on the use of marine protected areas for sustainable fisheries; and 3) address issues on trawler fishing including resolving conflicts between small-scale fishers and trawlers and promoting adoption of environmentally friendly trawler gears, as well as other national policy issues.

The Project will work to strengthen the ICMU. This involves assisting the unit to define its strategic priorities and providing tools to carry out these priorities. The Project team will work with the ICMU staff to deliver services to the three coastal districts. This includes assisting the districts with implementation of their ICM action plans, and strengthening the district implementation grants as a model for a decentralized

governance approach. The objective is to see NEMC establish a standardized system for providing districts with assistance in ICM planning and implementation – as an ongoing part of the ICMU mission. The expectation is that this “model” can/will be adopted by other large-scale donor projects (e.g. the World Bank’s MACEMP) as an efficient way to achieve tangible outcomes on the ground.

We will work with the ICMU, as the official secretariat of the National Steering Committee for the National ICEM Strategy, to bring forth important policy issues for discussion and resolution. One such issue is the conflict between commercial trawlers and small-scale fishers. Experience with developing co-management plans in Bagamoyo demonstrates that addressing local fisheries management issues must be linked to this larger issue, which in turn can only be addressed at the national level. The Project will work with the Tanzania Department of Fisheries and the commercial trawler industry to conduct action research and carry out demonstrations of low-cost, modified trawl gear, which have been proved to reduce impacts on bottom habitats, reduce by-catch of juvenile finfish and reduce incidences of sea turtle mortality. We will also work with the fishing industry to promote the voluntary use of this technology. If these demonstrations are successful, we will use the information to recommend a national policy/regulation that mandates adoption of modified trawl designs throughout the industry.

Seascape-landscape scale conservation is practiced in targeted areas through local level governance

The Project awards annual implementation grants to the three districts. Grants must meet certain criteria. They must ensure HIV/AIDS and gender dimensions are fully incorporated into decision-making processes and activities. They must link to district ICM action and development plans, be approved by the District ICM committees, and be developed through a community and stakeholder consultation process. They must also be consistent with existing national policies and laws, and show how they contribute to implementation of the Tanzanian National ICM strategy. They also must incorporate the following types of activities:

- Develop district revenue-generating schemes to sustain ICM implementation actions.
- Revise district action plans based on lessons learned in an adaptive management cycle.
- Build capacity (human, material, institutional, financial) of districts and village committees.
- Implement sustainable fisheries plans and establishment of no-take marine reserves that build on and replicate the Tanga model of fisheries co-management and enforcement.
- Strengthen mangrove management through zoning, monitoring and enforcement.
- Promote tourism that improves visitor experience and access to cultural and ecological sites.

Project staff and NEMC conduct performance reviews of district implementation grants. Outcomes of these reviews determine whether or not follow-on grants are awarded, and if so, at what funding level. To be awarded a follow-on grant, the grantee must demonstrate sound financial accounting/ management of previous grant funds and must have successfully achieved most – if not all – of the expected outcomes/results as promised in their previous grant proposals. In addition to performing the fiscal audits of grants,

Project staff and NEMC provide coaching and mentoring of district personnel in the preparation of the grants. Once grants are awarded, NEMC provides direct technical assistance to the districts for implementation, and where necessary, coordinate assistance for related national agencies as well.

The Project will assess the environmental and economic impacts of reduced freshwater flows from the Wami River basin on the lower basin coastal areas including impacts on estuarine biodiversity, ecological health, and fisheries. The project will pilot low-cost methods for assessing impacts of freshwater flows on estuaries as well as test models for freshwater and estuary water flows that have been developed in the United States. This Project will work with Florida International University (FIU) which leads the USAID-supported Global Water for Sustainability Program (GLOWS) initiative. Information on the impacts on coastal ecosystems of freshwater withdrawals from the Wami River will be fed into decision-making processes for river basin water management planning.

Our land-seascape approach does not rely solely on the ICM district action plans as a means of implementation. Rather, strategies and actions will be incorporated into a number of different sectoral and agency plans. The cumulative effect of implementing coordinated sectoral plans will be better management of the overall land-seascape. For example, recommendations from the USAID-funded PEACE Project (a CRC/TCMP initiative that integrates HIV/AIDS, population and gender dimensions, and conservation) will be linked to the district ICM action plans and district health and AIDS strategies. All of these are integrated into the district development plans. In addition, water allocation needs from the Wami River to the lower basin within the Sadaani National Park and Wami estuary will be provided to the Sadaani National Park to incorporate into the park management plan and to the Wami-Ruvu River Basin Office for basin-wide water management planning.

Increased and equitable benefits are realized from expanded opportunities for sustainable, natural resource-based micro-

The Project promotes enterprises that offer a high level of involvement by women and other disadvantaged groups, including HIV/AIDS-impacted households. This includes enterprises such as mariculture (e.g. seaweed), beekeeping linked to mangrove and coastal forest stewardship, and small-scale tourism, including cultural and eco-tourism. The Project offers extension services to targeted groups engaged in these enterprises. This includes:

- technical support services on mariculture technology and post harvest handling
- business support on micro-financing and marketing, and training on entrepreneurship

This last service is part of the Project's broader efforts to establish a national learning network and coastal forum to coordinate and integrate Tanzania's growing number of coastal and marine related initiatives. As the Project progresses and resources allow, other coastal and marine areas may be targeted. First, it is essential to ensure the sustainability of local management in these selected landscape/seascape areas. As these succeed, they provide compelling evidence that the ICM "model" can help improve the health of the coastal environment and the quality of life of coastal people and can prompt the argument for replication at various scales.

Promoting conservation enterprises as part of community-based coastal management improves community interest and participation, helps gain the trust of local community members and government officials, and leads to more successful marine conservation. Certain principles underlie successful conservation enterprises and are the basis of our efforts. They must be viable, have a direct link to local natural resource condition, generate tangible benefits, and involve a community of stakeholders with the capacity to take action to counter threats to the ecosystem.

Other principles that are followed for this component of the project include:

- Focusing on simple enterprises that use the existing skills of local people rather than relying on complex enterprises that require building new skills.
- Producing tangible benefits within the first years.
- Collaborating with partners that have experience with microenterprise development.
- Strengthening enabling conditions for successful microenterprise growth (e.g. credit, markets).
- Providing extension assistance to train entrepreneurs and ensure successful and environmentally sustainable stakeholder management of the enterprise (e.g. basic financial accounting, business planning, appropriate production technologies).
- Developing enterprises in markets that are established but not too competitive.
- Promoting non-cash benefits (e.g. a sense of empowerment, pride and self-worth) as these are an important and perhaps even a necessary condition for conservation.
- Facilitating strong stakeholder leadership, as this too is an important and perhaps a necessary condition for conservation.

Through our Project partners, TAWLAE ((Tanzanian Association of Women Leaders in Agriculture and Environment) and FINCA (Foundation for International Community Assistance) , the local branch of an international NGO that provides loans to the poor based on a village banking model), selected individuals, households and groups are provided with micro-credit loans, or revolving funds to expand or establish new business enterprises. These loans and revolving funds are not grants. The Project requires that certain criteria be met before funds are provided to Project beneficiaries. Proposed businesses must be, to some extent, natural resources-based enterprises related to tourism, fisheries or mariculture. However, other enterprise activities are considered if it will result in improved quality of life of residents in coastal communities and for HIV/AIDS-affected and vulnerable groups. Other criteria include the requirement to undergo training in entrepreneurship and business management; to share financial and business information for project performance management, auditing and reporting purposes; and to agree to serve as a demonstrator and/or trainer for others interested in engaging in similar business opportunities.

3.3 Related Projects and Partnerships

Two major multi-year USAID-funded projects were recently awarded to the Coastal Resources Center – projects that significantly complement the proposed Project. One of these is the two-year, cross-sectoral PEACE Project implemented by TCMP. PEACE is integrating HIV/AIDS, gender and population dimensions into coastal conservation initiatives in the Pangani and Bagamoyo districts, specifically in communities surrounding the Sadaani National Park. This is our main strategy and investment for integrating HIV-AIDs into ICM initiatives in our project areas. The other project is the

Leader with Associate Award – a five-year Cooperative Agreement for Sustainable Coastal Communities and Ecosystems (SUCCESS). This project supports on-the-ground activities, practitioner networking and capacity building in Tanzania and is implemented through WIOMSA (Western Indian Ocean Marine Science Association) based in Zanzibar. Of particular importance to this project, SUCCESS has chosen to support complementary mariculture development initiatives in the Bagamoyo and Mkuranga districts and supports training of personnel among our key partners. This strengthens our enterprise development initiatives implemented through FINCA and TAWLAE and district implementation grants.

This concentration of CRC/URI multiple sources of funding in the same geographic area provide a high level of synergy and economies of scale. In addition, the University of Rhode Island provides a small amount of match funds for the Project and NEMC contributes funds for certain project activities as well, such as the National Steering Committee meetings. In addition, NEMC provides other resources in the form of personnel time, while the districts provide local office space and personnel for implementation of activities. Leveraged resources from government partners are documented for their value as part of our performance monitoring reporting. We also coordinate with other USAID supported projects including those implemented by ADCI/VOCA (Agricultural Cooperative Development International) and the World Wildlife Fund (WWF). Coordination with the ADCI/VOCA initiatives will be particularly important in the area of geographic overlap in Pangani District and for enterprise development. WWF can play an important coordinating role on policy initiatives, particularly concerning fisheries management issues. The World Bank MACEMP Project is a multi-year initiative starting in 2006 that also provides opportunities for resource leveraging and cooperation in specific geographic areas and on national policy issues. We foresee opportunities particularly in the areas of district action planning and training, and expect that the models developed under TCMP can be disseminated more widely than just our three targeted coastal districts.

In the Pangani and Bagamoyo districts and the Wami River basin planning activities, we will coordinate with and tap the expertise of Florida International University (FIU), which is currently implementing activities in Tanzania in the Mara River basin.

4. Year 1 Activities

Specific activities that will be carried out in Year 1 are described below. There are several main activity areas for each result category. For each activity, general objectives for the year are described along with specific tasks to be carried out that objective. The key person responsible for implementation of tasks and for achieving the year's objectives for the activity area is listed in Table 1 (Schedule of Activities) along with specific technical support personnel. In addition, for each activity area, outputs expected from the tasks are listed. These outputs should not be confused with outcomes expected for each result category. These outputs are process indicators and/or physical products that serve as milestone markers moving us towards our ultimate project results. The outcomes expected are the three project intermediate result statements as measured by evidence and indicators described in the monitoring and evaluation section of the work plan.

4.1 National ICM Policies and Strategies Applied

There are three main categories under this result. These are the formal institutionalization of the ICMU and capacity development within NEMC, launching of the recently adopted Seaweed Development Strategic Plan, and promoting more environmentally sustainable trawl fishing.

4.1.1 Mainstream the ICEMS within NEMC and Build Capacity of the ICMU

Objectives: The principle objective in Year 1 will be to institutionalize ICMU within NEMC. A formalized unit with NEMC is required by the ICEMS and needs to be a first step in developing the capacity of NEMC for implementation of the ICEMS. TCMP will also work to build the capacity of ICMU staff through a learning-by-doing approach for implementation of specific activities in support of selected ICEMS strategies. This will include involvement in the Wami river assessment as well as with implementation grants for District Action Planning (DAP) and revisions to the DAP guidelines based on the first several years of experience.

Tasks:

- Facilitate the NSC-ICM meeting that will discuss key ICM issues of national interest that will emanate from coastal districts implementing the ICM action plans. One issue currently identified of importance is conflicts between trawlers and small-scale fishers, destructive fishing practices by trawlers, and the re-emergence of dynamite fishing.
- Support NEMC to formally establish ICMU by facilitating the NEMC's Board of Directors meeting that will approve the existence of the Unit within NEMC that will, among other roles, facilitate the preparation of the second round of the district grants within this budget year.
- Revise district ICM action planning guidelines in collaboration with implementing coastal districts.
- Plan the work for the second year for revision of the District ICM action plans in Bagamoyo, Mkuranga and Pangani.
- Conduct training workshop(s) on District ICM action planning for the MACEMP team and their key districts (assumes leveraged funds from MACEMP).

Key outputs:

- ICM issues of national interest are discussed and documented in the proceedings of National Steering Committee meeting
- ICMU is formally established and functioning within NEMC
- MACEMP staff are capable of coordinating on ICM Action Planning at the district level and training new districts using the DAP guidelines

4.1.2 Officially Launch the Seaweed Development Strategic Plan (SDSP)

Objectives: The Director of the Division of Fisheries in 2005 officially approved the SDSP. The SDSP was also printed in 2005 for widespread distribution. The primary objective of this activity is to ensure that the contents of the SDSP are widely known by key stakeholders, and that the government demonstrates its endorsement of the plan as well as the importance of starting implementation.

Tasks:

- Planning and implementation of a launch ceremony in cooperation with the SEEGAAD project that jointly assisted in the development and printing of the SDSP
- Training users on implementation mechanisms for the SDSP (with SEEGAAD)

Key outputs:

- The SDSP document is widely distributed and contents of the SDSP widely understood among key implementing stakeholders

4.1.3 Action Research on Trawl Gear Modifications

No activities under this task are currently planned in the first year. However a proposal was submitted to the international turtle conservation fund implemented by the US Fish and Wildlife Service to undertake action research on developing turtle excluder devices appropriate to the Tanzanian shrimp trawl fishery. If funded, TCMP will facilitate implementation of this project, representing significant leveraged funds for the program.

4.2 Seascape-Landscape Scale Conservation Practiced

The Seascape-Landscape Scale conservation activities are carried out in two geographic locations. The first is the Pangani and Bagamoyo districts including Sadaani National Park, and lower basin and estuary of the Wami River and the adjacent marine zone. The second is the coastal area of Mkuranga District. However, for activity planning purposes activities are broken down into three major activities: (1) assessment of freshwater flows needs in the Wami River to maintain ecological services in the estuarine and SANAPA area; (2) collaborative fisheries management (CFM) in Bagamoyo District; and (3) district action plan implementation grants for all three districts.

4.2.1 Wami River Assessment

The Coastal Resources Center has been working with The Nature Conservancy (TNC), with funding support from USAID Washington to develop low-cost methods for

assessing the allocation of freshwater flows to estuaries. These methods have been piloted in Mexico and the Dominican Republic. The recommended methods to such assessments, based on this experience will be the guiding approach used for the Wami River assessment. Our ultimate aim is to provide decision-makers with the needed information to ensure adequate freshwater flows to the lower basin and estuary to maintain critical ecological services important for tourism in SANAPA (Sadaani National Park Authority) and for the wild shrimp fishery.

Objective: The principle objective this year will be to identify freshwater inflow issues for the lower Wami basin that are important to maintain critical ecological services within SANAPA and the estuary. This includes needs of wildlife and game, bird life, associated critical habitats – especially for migratory and birds and waterfowl, and the nearshore shrimp fishery. The initial assessment will involve only the collection and analysis of existing data. No primary data collection will take place at this stage. GIS base maps will be produced of the area based on existing data sets. A secondary objective will be to analyze the existing governance system and assess its capacity to practice ecosystem-based governance. There are a number of questions that we hope to address for each of these objectives:

Identify freshwater inflow issues:

- What are the defining characteristics of the watershed and its estuary?
- What are the past and current impacts of human activities on the estuary, its watershed, and freshwater flows?
- How has freshwater been managed in the past and what outcomes resulted?
- How important are changes to freshwater inflows (water use and allocation) compared to other (social and environmental) issues in this ecosystem?
- What are the anticipated changes in the quantity, quality and timing of freshwater inflows?
- What are the potential and future threats to freshwater inflows and estuary health?
- Since freshwater inflow volumes are correlated to inflows of organic matter, nutrients, and sediments, what expressions of such change are likely to be associated with the anticipated change in freshwater inflows?
- What are the causes of such anticipated change?
- What are the potential impacts of such change on the estuary and the goods and services it generates for the human population? Specifically, what are the issues as they relate to the human society, the environment and the governance system?

Analyze the existing governance system and assess its capacity to practice ecosystem-based governance:

- What are the interests of the various stakeholder groups in the watershed and estuary ecosystem? What do they see as major issues, choices and outcomes they desire?
- What is the existing governance framework?
- What is the capacity of this governance system to negotiate and implement a plan of action that addresses watershed and estuary issues and their interdependencies?
- Given the broader context of societal and environmental issues, are anticipated changes to the estuary significant enough to command attention?

Priority tasks for Year1:

- Characterize anticipated changes to freshwater inflows to the estuary and their potential impacts upon valued ecosystem components (VECs).
 - Assemble from existing information, historic data and key stakeholders (initial stakeholder workshop) an initial assessment of the trajectory of ecosystem change (both environmental and societal). This includes collection of pertinent secondary data for the entire basin including: abstraction (water allocation), rainfall, existing hydrometric station flow data, water quality, land use, catchments, demographic data, water users associations, etc.
 - Conduct a historical hydrologic assessment of the estuary, assessing current water demand, flow rates and pulsing, and water quality within the estuary.
 - Define the boundaries of the major issues and the interconnection among issues including determination of the boundary of the watershed and estuary, extent of the basin watershed area within SANAPA.
 - Select the VECs that may be threatened by altered freshwater flows. This is likely to include wildlife/game, birdlife, and the shrimp fishery. Collecting background information on the importance of freshwater flows for shrimp fisheries will be a special component of this task.
- GIS mapping
 - Collection of existing GIS data and satellite images and topographic maps
 - Digitization of relevant maps
 - Preparation of base maps of the whole basin showing existing land use and critical habitats and a detailed map of the estuary
 - Training of Wami Basin personnel on GIS

Depending on the pace with which the above mentioned tasks are completed and financial resources permitting, the following tasks will also be undertaken. However, it is possible that these tasks may be deferred to Year 2.

- Assess the existing management system and its capacity to practice adaptive ecosystem management
 - Trace the impacts of past watershed and estuary planning and decision making to assess the management capacity of the relevant institutions.
 - Assess the strengths and weaknesses within existing institutions as they relate to the practice of adaptive ecosystem management; specify the knowledge and skills required to successfully practice linked watershed-estuary management.
- Identify stakeholders and their interests
 - Probe and understand the range of stakeholder perceptions of ecosystem change, past responses and trends in the condition and use of estuarine resources.
 - Engage with key groups in the watershed and estuary and strive to build mutual respect and trust between them and the team.
- Synthesis and reflections with key stakeholders
 - Assess the significance of the anticipated changes to freshwater flows and the threats to the estuary as these compare to other issues (poverty, public health) of concern to the segments of society affected.

- Identify the most important uncertainties and knowledge gaps and the conflicts among the stakeholders as these relate to the management goals.
- Assemble and distribute a level 1 profile as an initial statement on the initiative’s issue-driven approach and purpose.
- Invite comments and criticism and respond to positive suggestions on both the process by which the initiative is evolving and the substance of the analysis.

Key outputs are:

- GIS base maps of; the entire catchment, the estuary, and the basin portion within SANAPA
- Initial “level 1” profile of the Wami River basin with particular reference to the estuary and SANAPA area

4.2.2 Collaborative Fishery Management in Bagamoyo

Objectives: The collaborative fishery management planning process to date has resulted in the preparation of a fisheries management plan that has been endorsed by eight villages within the management area. Our objective for this year is to have the collaborative fisheries management plan (CFMP) formally adopted by the district and implementation activities started. The NEMC district coordinator and Division of Fisheries) DoF staff will provide oversight and guidance to the district on these activities but most of the actual field costs will be funded through the district grants process and counterpart funds from the district.

Tasks:

- Adoption of the CFMP. This plan must be formally approved by the district council through the passage of a district by-law that covers the rules governing the plan.
- Implementation. Once the plan is formally approved, implementation activities will be started.
 - No-take zones will be demarcated once the CFM plan is formally adopted.
 - Patrolling and surveillance of no-take zones will be started
 - Analysis and design of beach seine replacement scheme. Implementation of other measures such as a pilot beach seine net replacement program. The replacement scheme needs careful analysis and consideration since there are over 70 illegal small mesh beach seines in use in Bagamoyo. The costs to buy back all nets are beyond the means of the district and project. Hence we are considering a process whereby nets can be exchanged and a certain amount or percentage provided for the fishers to convert their existing fishing operations to a less destructive gear such as ring nets that exploit under-exploited species such as anchovies and sardines (assuming for the moment that these stocks are under-exploited). However, this likely will need to be implemented on a village by village basis with guarantees from the fishers in the village and village government that no new beach seines will be constructed or operated in their village area. It is important that as we get certain fishers to exit this particular fishery, that beach seine gears are then not brought in from other locations, or new gear purchased and brought into the area.

- Collection of baseline information. Ecological data in the designated no-take areas including fish abundance and coral cover was collected in March 2005 and therefore no new extensive environmental surveys will be undertaken this year. Additional monitoring will be undertaken in year two to start developing times series trend data. However, a minimal amount of community based monitoring will be undertaken by the district through their implementation grants to keep key stakeholders engaged and hone their monitoring skills.
- Expanding stakeholder participation in the CFMP. Several villages in the northern portion of Bagamoyo have not yet participated in the CFM planning process. They do not utilize the existing no-take areas and due to time and budget constraints, were not included previously. However, as experience in the existing CFM area (southern and central portion of the Bagamoyo coast) starts to emerge, the CFM area will be expanded in Year 2 to include these villages and additional no-take areas likely will be established at that time.

Key outputs:

- District by-law approved for the CFM plan
- Central coordinating committee established
- Written description of the buy-back/exchange plan
- Evidence that implementation actions have started including at-sea patrols, demarcation of no-take areas, among others

4.2.3 District Implementation Grants in Bagamoyo, Pangani and Mkuranga

District Councils have embraced ICM and have mainstreamed ICM activities into District Development plans. The three districts this project is targeting all have approved ICM action plans and were provided with implementation grants in 2004. Key accomplishments of past efforts at the district level are that enabling conditions for implementation have been put in place, staff capacity has been built, implementing committees have been formed, and an ICM office has been established in each district. Tangible results on the ground are starting to be realized. In Pangani, this includes improved beach sanitation, establishment of bee keeping enterprises, and promotion of coastal tourism. In Mkuranga, there has been an improvement of beach sanitation, and increased income through creation of livelihood enterprises in beekeeping. In Bagamoyo, results include improved seaweed enterprises, new beekeeping enterprises, improved mangrove cover through planting, reduction in unsustainable fishing practices through patrolling, increased capacity in ecological monitoring, and the development of a draft CFM plan.

Experience from this first round of grants has informed us that it is most appropriate to revisit and update district action plans and prepare implementation grants in the November/December period to coincide with regular district development planning and budgeting process. Experience has also shown that we need better cash flow projections for district implementation grant activities. Cash flow disbursements should be linked to activity schedules, rather than providing a fixed percent of the total grant every quarter. Quarterly reporting rather than monthly reporting will also reduce paperwork and reporting burdens allowing more time to be spent on implementation activities. Implementation grants have also catalyzed the allocation of supplement financial resources from the districts as match to the implementation grants.

Objectives: The key objective of this activity is to prepare, approve and implement district implementation grants in Pangani, Bagamoyo and Mkuranga districts. The specific results from the implementation grants will depend on the specific activities implemented by each district. This will be determined through the proposal development and approval process. In all cases however, the results will emphasize improved resources management and providing tangible benefits to coastal communities through improved livelihood development (contribute to Project IR 2 as well as IR3). Likely results will include the following:

Pangani: Increased numbers of individuals benefiting from increased income from new or improved sustainable natural resource based livelihoods in bee keeping, tourism and mariculture, as well as improved sanitary and health conditions in beachfront areas.

Mkuranga: Improved sanitary and health conditions in beachfront areas of *Kisiju Pwani*, improved revenue generation for the district through natural resource rents, and improved mangrove management.

Bagamoyo: The district grant in Bagamoyo will emphasize the approval and implementation of the CFM plan as described above.

Tasks:

- Implement a districts grants planning workshop. Districts will be provided guidelines and budget ceilings in advance, and will be expected to come to this workshop with draft proposals. This workshop will be facilitated by the NEMC district coordinator with assistance from TCMP. Proposals and budgets will be reviewed, discussed and modified with additional inputs from national technical experts.
- Approval of implementation grants. Approvals will be needed from NEMC, TCMP and the districts before implementation can start. Once approved, initial disbursements will be provided to the districts for implementation.
- Meetings with the districts will be held quarterly to review progress on achieving results expected concerning their respective contributions to the project's annual performance monitoring targets and to share lessons learned.

Key outputs:

- Approved district proposals and associated budgets with TCMP/USAID and district financial and in-kind contributions specified
- Written analysis and design of the beach seine net replacement program
- Quarterly reports by each district emphasizing key results achieved

4.3 Increased and Equitable Benefits from Natural Resource-Based Enterprises

Objectives: This activity emphasizes development of new and improved natural resource-based and enterprises in the three targeted districts. We expect that from 50-100 new or improved enterprises, benefiting 50-100 individuals, will result from these activities. Most enterprises will be related to natural resource based enterprises such as sustainable community-based mariculture, nature and cultural tourism, and sustainable marine fisheries. However, the actual types of businesses must be determined based on

the interest, desires and needs of the targeted beneficiaries. In coastal villages, any non-natural resource-based enterprise that raises income of coastal households provides incentives and opportunities for these households and the community to utilize natural resources in a more sustainable way. In some cases it can provide alternatives to activities such as fishing which in most areas are already overfished. Therefore, such livelihood activities such as chicken or paprika farming can directly or indirectly benefit more sustainable resource use and will be considered for support by the project. Enterprises will be promoted through the district implementation grant process mentioned above as well as through activities implemented by our two local NGO partners – TAWLAE and FINCA. In addition, the SUCCESS Leader activities implemented by WIOMSA, will provide leveraged support to these initiatives. HIV/AIDS vulnerable groups, including women and migratory fishers, will be given particular priority.

Tasks:

- Develop workplans, budgets and contractual agreements with TAWLAE and FINCA. Once these contracts are in place, disbursements of advances can be made and work started. Both these organizations have on-going activities in Bagamoyo (area of concentration for FINCA) and Mkuranga (area of concentration for TAWLAE). Therefore we have a general idea of the types of enterprises that will be supported but this will depend in part on participatory development of business plans with targeted beneficiaries. Emphasis of enterprise development will be on natural resource-based enterprises such as seaweed farming and tourism. However, other enterprises that raise incomes of coastal residents will also be promoted, such as chicken farming. The rationale for supporting non-natural resource dependant enterprises is that any enterprises that make coastal people less dependent on natural resource use will have a positive impact on natural resource conditions. Increased income makes coastal people less economically vulnerable and increases the likelihood they will modify use behaviors towards more sustainable use.
- Training and provision of micro-finances to targeted beneficiaries. These partners will work with targeted groups to define business plans and provide training on entrepreneurship and technical skill development. The partners will also provide financing either through revolving fund schemes or microenterprise loans. They will monitor progress of these businesses in terms of repayment rates on loans, balances and the number of times revolving funds have been disbursed to new beneficiaries.
- Incorporation of enterprise development activities in district implementation grants. Related to these partners' activities, are complementary enterprise development initiatives implemented through the district grants mentioned above. District led enterprise development activities will be detailed in their approved implementation grant proposals (Project IR2). However, for results reporting, information on all enterprise activity results will be reported under Project IR3 (see Table 2 in the monitoring and evaluation section).

Key outputs:

- Approved contracts for TAWLAE and FINCA
- Quarterly reports by each partner emphasizing key results achieved and number of beneficiaries and revenues generated from enterprises supported by the project

5. Project Management

5.1 Implementing Partner Institutions

The Coastal Resources Center (CRC) at the University of Rhode is the primary USAID partner implementing this project through the USAID cooperative agreement. CRC is a non-profit institution with a mission to promote coastal stewardship worldwide. CRC has over two decades of international experience in integrated coastal management and a decade of experience working with local partners in Tanzania.

The Project is implemented locally through the Tanzania Coastal Management Partnership (TCMP), a partnership created by USAID, CRC and NEMC (National Environment Management Council) in 1997 to promote coastal management in Tanzania. TCMP provides an in-country office staffed by capable technical specialists, senior managers and administrators. This team is complemented by in-country partners including local consultants, universities, NGOs, agency personnel and international experts provided through CRC.

At CRC, Brian Crawford serves as the CRC project leader and technical advisor on national policy and fisheries management, and provides overall project management oversight of in-country operations carried out by TCMP. Dr. Jim Tobey serves as a micro-enterprise and watershed planning specialist; and Dr. Elin Torell serves as the project's monitoring and evaluation and coastal planning specialist. All foreign advisors at CRC report to Brian Crawford who coordinates their work tasks with the in-country Project Manager.

Jeremiah Daffa is the TCMP Manager and serves as the In-country Project Manager and national policy specialist. All in-country staff partners and consultants report directly to Mr. Daffa, who in turn reports to Brian Crawford at CRC/URI. Mr. Daffa also serves as the main Project liaison with USAID/Tanzania as well as ensures effective coordination with the Tanzanian government. Baraka Kalangahe serves as an aquaculture and ICM planning specialist. Ester Kapinga serves as the Project's administrative and finance officer. She provides oversight of the FINCA and TAWLAE sub-agreement activities and ensures Project compliance with applicable Tanzanian laws and regulations. She provides financial training and internal audits of the district sub-grantees as well as internal audits of sub-recipients – FINCA and TAWLAE. TCMP accounts are audited by CRC.

The National Environment Management Council is the key central government partner for this project. They are responsible for implementing the National ICEMS. They will be responsible for ensuring that the strategy is institutionalized within NEMC by establishing the required ICMU with staff and allocated budget. The ICMU provides the facilitation role as described in the Strategy. The ICMU is the secretariat to the national ICM National Steering Committee (NSC). The NSC has responsibility for providing overall policy guidance for implementation of the strategy. The NSC holds periodic meetings to discuss issues of national interest emanating from the coastal districts as well as coordinates review of large-scale development projects and donor supported initiatives in coastal areas.

The selected coastal districts for implementing this work plan are Pangani in the Tanga Region, as well as the Bagamoyo and Mkuranga districts in the Coast Region. These are the key local government partners that will be responsible for implementing and

coordinating activities at the local and community levels. The activities range from those that will be prioritized by their local coastal communities under their jurisdiction for the district implementation grants and other project partner activities implemented in their respective district.

FINCA Tanzania is a microfinance institution that provides loans according to the so-called 'village banking' model, which is based on group loans to low-income microentrepreneurs. FINCA continues its existing partnership with TCMP in the Bagamoyo District. They provide business skills training and administer micro-finance loans to targeted beneficiaries.

TAWLAE is a non-profit body that is the Tanzanian chapter of African Women Leaders in Agriculture and the Environment (TAWLAE). One of their main objectives is to promote the recognition of rural woman as a key factor in agricultural production and environmental conservation and to advocate the participation in development of gender-responsive policies. TAWLAE continues its existing partnership with TCMP in the Mkuranga district by providing business skills training and micro-finance loans to targeted beneficiaries.

5.2 Project Start-Up

Project Start-up activities are expected to cover the first three months of the first year workplan. They include a number of administrative and programmatic actions including:

- Establishment of Project bank accounts
- Preparation of a signed document between CRC/URI, USAID and NEMC concerning Program Guidelines and Principles of Cooperation (PGPC)
- Development of the annual workplan in cooperation with implementing partners and USAID
- Hiring and development of TCMP staff contracts
- Development of partner agreements and contracts
- Development of district implementation grants
- Preparation of a detailed performance monitoring plan including indicators and targets

These activities will take place during a period of time (Oct –Dec 2005) where a number of external factors will determine the rate at which these milestones can be achieved. First, October is the Muslim fasting month of Ramadhan with a holiday at the end of the fasting period. In coastal areas, Islam is a predominant religion and therefore we are limited in the type and quantity of activities that can be implemented during this period. National elections and the Christmas holidays are also constraints during this first quarter. Lastly, we expect that once all the new USAID/Tanzania SO 13 partners have been formalized, a USAID SO13 partners meeting will be convened to develop generic indicators for the SO, among other topics for discussion. This event may not occur until December 2005 or January 2006, and therefore a final performance plan and targets will be dependent on timing of this activity.

5.3 Project Reporting

Regular project management and annual reporting activities are carried out by the CRC and TCMP senior management team. Main tasks and report deliverables include:

- Preparation and submission of quarterly progress reports by TCMP to USAID, NEMC and CRC
- Timely and regular input of data by TCMP into the USAID TrainNet system for all project training activities
- Annual self-assessment of progress and submission of annual workplan for approval to USAID by CRC
- Collection, analysis and reporting of data to USAID by CRC on project indicators and targets for project performance monitoring
- Semi-annual progress reports to submitted to the USAID/Tanzania CTO (Cognizant Technical Officer)
- Monthly accounting reports sent from TCMP to CRC
- Expenditure reports submitted to USAID from CRC/URI

The schedule for producing the above mentioned tasks and reports is provided in the project management section of Table 1: Schedule of Activities.

5.4 Schedule of Activities

Following is a schedule of key activities, tasks and milestones for a 12 month time period for the first year of the project (October 2005 – September 2006). This table is sorted by major project result or objective as well as by overall project management tasks. It also shows the key person responsible (first person listed) and supporting technical assistance personnel.

Table 1: Schedule of Activities

Activity	O	N	D	J	F	M	A	M	J	J	A	S	Responsible person(s)
<i>Mainstream national ICM strategy</i>													
NEMC													JD
NEMC's Board of Directors meeting						x							JD
Revise district ICM Action Planning guidelines									x	x	x		LN, JD, ET,DR
NSC- ICM meeting										x			JD
Planning for revising the DAPs in 3 districts									x	x	x	x	JD
Training workshop(s) on DAP for MACEMP												x	LN,JD,BC
<i>SDSP</i>													
SDSP launch ceremony		x	x										BK , JD
Train users on SDSP implementation		x	x										BK
Trawl gear action research (no activities this year)													BC, JD
<i>Strengthen sea-landscape scale conservation</i>													
<i>BK JD</i>													
Develop collaborative fisheries management plan													BK
Formal approval of the CFMP by the district				x									
Analysis and design of a net buy-back scheme				x	x								
Demarcation of no-take zones					x	x	x						
Patrolling and surveillance of no-take zones,					x	x	x						
Community monitoring (see district grants)					x					x			
Expanding stakeholder participation in CFMPs						x	x	x					
Assessment of Wami river freshwater flows													JD, JT

Table 1: Schedule of Activities (continued)

Activity	O	N	D	J	F	M	A	M	J	J	A	S	Responsible person(s)
Characterize anticipated changes													
Assemble existing information, historic data			X	X	X	X	X						
Key stakeholders workshop							X						
Conduct a historical hydrologic assessment							X	X	X				
GIS mapping													VM
Collection of existing GIS data, maps			X	X	X								
Digitization of relevant maps					X	X							
Prepare base maps						X	X						
Training of Wami Basin personnel on GIS			X	X	X	X	X						
District implementation grants													LN, EK, BK, JD CM BC
Districts grants planning workshop.		X	X										
Approval of implementation grants				X	X								
Disbursements of grant funds to the districts				X			X			X			
Quarterly meetings with the districts			X			X			X			X	
Expand coastal enterprises													EK, BK
Develop workplans with TAWLAE and FINCA.			X	X									
Incorporate enterprise activities in district grants.			X	X									
Training and of micro-financing for beneficiaries					X	X	X	X	X	X	X	X	
Project Management, M & E													ET JD BC
Project start-up													
Staff contracts prepared	X												BC,CM JD
Workplan preparation and submittal		X											BC, JD
Agreements with local partners developed			X	X									JD
District grants prepared			X										LN,BK
Detailed PMP plan developed				X									ET
Routine reporting													
Semiannual PMP reporting						X						X	ET,JD,EK
Semi-annual reports submitted to CTO						X						X	JD, BC
TCMP quarterly reports to USAID & CRC			X			X			X			X	JD, BC
Quarterly district and working group meetings			X			X			X			X	LN,BK
Input data by TCMP into the USAID TrainNet	X	X	X	X	X	X	X	X	X	X	X	X	EK
Annual workplan for approval by USAID												X	JD, BC
Financial Management													
Monthly account reports from TCMP to CRC	X	X	X	X	X	X	X	X	X	X	X	X	EK
Expenditure reports to USAID from CRC/URI			X			X			X			X	SC

BC-Brian Crawford (CRC), BK-Baraka Kalangke (TCMP), CM-Cindy Moreau (CRC), EK-Esther Kapinga (TCMP), ET-Elin Torell (CRC), JD-Jeremiah Daffa (TCMP), JT-Jim Tobey (CRC), LN-Lewis Nzali (NEMC), SC-Sharon Clements (CRC), VM-Vedas Makota (NEMC)

6. Performance Monitoring, Evaluation and Reporting

The goal of Performance monitoring and evaluation is to encourage adaptive management and learning within the Project and to report results to the USAID Mission. This requires collecting timely information using indicators selected to provide meaningful information on progress towards stated objectives. The Project's performance monitoring plan conforms to USAID's results framework and includes key indicators for this strategic objective (SO 13: Biodiversity Conserved in Targeted Landscapes through Livelihood Approaches).

Project objectives are consistent with the Mission's intermediate results for the Environment and Natural Resource SO (USAID/Tanzania Country Strategic Plan, 2005-2014), defined as:

1. The Tanzania Integrated Coastal Environment Management Strategy mainstreamed into NEMC and related sectoral policies, laws, strategies and decentralized governance
2. Seascape-landscape scale conservation practiced in targeted areas through local level governance
3. Increased and equitable benefits from expanded opportunities for sustainable, natural resource-based microenterprises

Indicators for each Project objective or results category, preliminary Life of Project (LoP) targets, and relationship to the USAID/Tanzania ENR Intermediate results are shown in Table 2. These indicators and targets reflect a five-year Project effort.

During Project start-up, a CRC Monitoring and Evaluation (M&E) specialist (Dr. Elin Torell) will develop a Performance Monitoring Plan (PMP) with key results, refined performance targets disaggregated by year, specific monitoring parameters, and source(s) of data for each indicator. Time-bound targets will be refined through the work planning and project start up process in consultation with USAID/Tanzania, local partners and beneficiaries. The PMP is incorporated into the annual work plans prepared by CRC/TCMP and approved by the Mission. Semi-annual performance monitoring reports document progress on achieving results. Estimates of annual costs per beneficiary will also be considered as part of the performance monitoring plan and report. The report will include: 1) a comparison of actual accomplishments with the targets established for the period; 2) explanation of quantifiable outputs generated by Project activities; 3) dollar cost per beneficiary; 4) reasons why goals were met or not met.

The CRC M&E specialist provides technical assistance to ensure the PMP is properly implemented. Ester Kapinga, the Administrative and Finance Officer at TCMP is designated as the in-country PMP coordinator responsible for record keeping, tracking and compiling information for the semi-annual PMP reports. This includes working with key implementation partners (e.g. TAWLAE, FINCA) to establish monitoring protocols. Supervision of the PMP in-country reporting and documentation process is the responsibility of the TCMP Manager. The TCMP finance and administration officer will also be responsible for filing of all documents and supporting evidence/sources of PMP data and sending copies of each to CRC for archive records. The TCMP Manager will check PMP data compiled by the Administrative and Finance Officer first and then by the CRC M&E Specialist prior to PMP reports being submitted to USAID/Tanzania.

CRC invests resources in monitoring and reporting to foster the learning and adaptive management that is central to all our work. We promote learning and sharing across implementation sites and with other projects and programs. The Project uses two frameworks developed by CRC – the Orders of Outcome framework and Policy Cycle framework – to track progress and performance in addition to and related to the performance indicators. These frameworks are fundamental to CRC’s knowledge management objectives. They do not supplant, but rather complement, the USAID Results Framework. Together, these frameworks form the foundation of our monitoring strategy and will serve as the basis for Project adaptation and learning from experience.

The Orders of Outcome framework makes explicit the Project outcome goals of (1) sustainable quality of life in coastal communities, and (2) sustainable well-being of coastal ecosystems, and the temporal sequence of different categories of outcomes to achieve those goals. Tangible improvements in social, economic and environmental conditions are Third Order outcomes. Second Order outcomes are markers of corrections and changes of selected behaviors and evidence that actions are being implemented. First Order outcomes are the formalized institutional structures and constituencies for ICM.

CRC’s five-step Policy Cycle framework describes the process by which ICM outcomes are achieved. The steps and actions of the Policy Cycle provide guidance to practitioners on the participatory actions and capacity building necessary to build a sustained and locally owned effort and will be the basis for the policy development and fisheries management scorecard indicators.

Table 2: Project Results Framework, Expected Results, Indicators, and Initial Targets

<i>USAID SO 13: Biodiversity Conserved in Targeted Landscape Through Livelihood Approaches</i> Project Goal: Coastal and marine biodiversity conserved while improving the well being of coastal residents through implementation of the Tanzania ICEMS and related ICM policies and strategies	
INDICATOR	LIFE OF PROJECT TARGET
Area under improved management: <ul style="list-style-type: none"> • Area of three coastal districts 12,996 km² (coastal zone only – coastline length X 4 km - 3 km inland and 1 km seaward) • Area of Wami watershed/catchment 45,340 km² (estuarine portion only and contained within SANAPA) • Area of collaborative fisheries management zones (Bagamoyo CFM area) 	(coastal zone estimates at 10% total area – 1,300 km ²) (estuary estimated at 100 km ²) (coastline length X 10 km seaward - 1,540 km ²) Total: 1,940 km ²
Bio-diversity of CB-no-take zones (fish abundance and live coral cover)	Increase or stable over LoP from Yr1 baseline in Bagamoyo in more than half the no-take areas – baseline taken in FY06, follow-up surveys in Year 2 and 4 only

Table 2 (cont.)

<i>USAID IR: Policies and Laws that Integrate Conservation and Development Applied</i>	
<i>Project IR1: National ICM policies and strategies, and in particular the Tanzania Integrated Coastal Environmental Management Strategy, are applied to decentralized governance in Tanzania</i>	
INDICATOR	LIFE OF PROJECT TARGET
Total \$ value of resources allocated by NEMC to the National ICMS implementation and by districts for District plan implementation	Increase from baseline over LoP
Plans and policies developed and implemented <ul style="list-style-type: none"> • Score card on NEMC for ICEMS implementation • Score card on MNRT implementation of mariculture guidelines, tourism guidelines, SDSP • Score card on District action planning revised national guidelines • Score card on trawl fishing 	INDEX showing annual ICEMS Steering Committee meetings, ICMU staffing appointments INDEX showing implementation of existing policies, guidelines and strategies in MNRT INDEX showing 1 District action planning guideline document revised and guidelines adopted in non-project districts (e.g. used by MACEMP) INDEX showing 1 Policy recommendation on modified trawler design provided to DoF and 1 trawler voluntarily adopts new design
<i>USAID IR: Participatory Landscape Scale Conservation Practiced</i>	
<i>Project IR2: Seascape-landscape scale conservation is practiced in targeted areas through local level governance</i>	
INDICATOR	LIFE OF PROJECT TARGET
Number of individuals participating in res. mgt. decision making <ul style="list-style-type: none"> • Number of community participants to fisheries management planning and implementation (M/F) • Number of community participants to revision of district action plan revisions and implementation (M/F) • Number of community participants in district implementation grant planning & impl. (M/F) 	550 (25% of fisher pop. - 2192 in Bagamoyo) 900 participants (300 per district) 900 participants (300 per district) Total: 1350 persons
Number of persons benefiting directly or indirectly from improved resource management decision making <ul style="list-style-type: none"> • beneficiaries of community-based fisheries management plans • beneficiaries of improved mgt. of Wami estuary • beneficiaries of District action plans 	2,192 (number of fishers in Bagamoyo) 4,895 (estimated at 1% of pop. in Wami catchment - 489,511 persons) 46,170 (Coastal residents of 3 coastal districts served –estimated at 10% of total pop of 461,699 persons) Total: 53,257
Plans and policies developed and implemented <ul style="list-style-type: none"> • Score card for collaborative fisheries management • Score cards on ICM district action plan implementation • Score card on Wami estuary management 	INDEX showing 1 CFM plan adopted & implemented (e.g. district ordinance approved, no of actions for CFM impl.) INDEX showing 3 plans revised & implemented INDEX showing assessment of Wami estuary freshwater flows completed and provided to W-R Basin & SANAPA

Table 2 (cont.)

<i>USAID IR: Conservation Enterprises Generate Increased and Equitable Benefits from Sustainable Use of Natural Resources</i>	
<i>Project IR3: Increased and equitable benefits are realized from expanded opportunities for sustainable, natural resource-based microenterprises</i>	
INDICATOR	LIFE OF PROJECT TARGET
Number of functioning sustainable natural resource-based microenterprises	100 enterprises
Number of beneficiaries of micro credit schemes(M/F)	150 beneficiaries
Microenterprise income	Increased income (no quantitative target for new or improved businesses but actual will be quantified)
Number of consultative visits to microenterprise clients by extension agents to provide information, technical expertise	400 extension agent visitation days w/ clients
<i>Project Cross-cutting IR: Gender Equity mainstreamed into project activities</i>	
INDICATOR	LIFE OF PROJECT TARGET
Number of females participating in resource management decision making (e.g. District action planing, village ordinance formulation, policy revision meetings)	30% female
Number of female beneficiaries for microenterprises	60% female
<i>Project Cross-cutting IR: HIV/AIDS mainstreamed into project activities</i>	
INDICATOR	LIFE OF PROJECT TARGET
Number persons provided info, attending education events on HIV/AIDS	200 persons

7. Budget

The Year 1 summary budget is shown below in two ways; by major accounting line items as well as estimates of funds allocated by major program result category.

Year 1 Budget by Line Item

Item	USAID	Cost-Share	TOTAL
Salary	37,727	7,627	45,354
Fringe Benefits	16,977	5,232	22,209
Consultants	76,760		76,760
Local Sub-agreements	13,000		13,000
Travel	28,580		28,580
Other direct costs	72,860	18,000	90,860
Total Direct Costs	245,905	30,859	276,763
Indirect on TCMP expenses @ .26	43,992		43,992
Indirect on URI expenses @ .328	25,159	4,218	29,377
TOTAL	\$315,056	\$35,077	\$350,132

Year 1 Budget by Program Element

Item	USAID	Cost-Share	Total
IR 1 - ICM Policies Applied	98,879	11,765	110,644
IR 2 - Landscape-Seascape Conservation	80,452	23,312	103,764
IR 3 - Enterprise Development	48,660	0	48,660
Project Management	87,065	0	87,065
TOTAL	\$315,056	\$35,077	\$350,132

Annex 1: Performance Monitoring Plan

The Performance Monitoring Plan will be developed as part of start up activities, submitted to USAID Tanzania for approval, and included in subsequent workplans.

Annex 2: Roles and Responsibilities of Implementing Partners

TCMP

- Overall responsibility for in-country project execution
- Principle liaison with USAID/Tanzania, NEMC and other partners, related projects
- Reports to CRC on program performance and financial management of in-country funds
- Supervises sub-recipient contracts (TAWLAE, FINCA)
- Implements performance monitoring plan
- Approves district implementation grants and disperses funds to districts, conducts programmatic and financial audits of grantees
- Provides logistical support to TCMP family of projects (SUCCESS/Tanzania, SUCCESS Leader, PEACE)
- Coordinates Intl. technical assistance

CRC/URI

- Overall responsibility for project management - execution and achievement of results, financial management, strategic planning
- Financial reporting to USAID
- Performance reporting to USAID in coordination with TCMP
- Supervision and oversight of TCMP operations
- Provision of international technical assistance
- Responsible for preparation and submission of annual workplan to USAID/Tanzania for approval

USAID/ SO 13

- Key partner in determining strategic direction and priorities
- Approves annual workplans and obligates project funds annually
- Monitors project programmatic and financial performance
- Participates in key project events and workshops
- Reports to USAID Mission and Washington on project results

NEMC

- Principle government counterpart agency/partner
- Convenes NSC, appoints ICMU staff, allocates counterpart funds for project and for ICEMS implementation nationwide
- Convenes meetings on District action planning and district implementation grants
- Advocate for the districts at NSC meetings and in coordinating technical and financial support for district ICM implementation
- Facilitates development and approval of district action plans by the NSC
- Provides technical assistance on Wami assessment
- Revision of District action planning guidelines and official endorsement
- Facilitates development and approval of district implementation grants

MNRT

- Key national counterpart agency for implementation of specific project objectives and activities
- Endorsement and technical assistance on development and implementation of district CFMPs (Division of Fisheries)
- Key partner for action research on modified trawl designs and addressing other trawling issues (Division of Fisheries)
- Assists with Wami assessment and incorporation of findings into SANAPA management plan (SANAPA)
- Technical assistance on coastal/marine tourism and mariculture development (Division of Fisheries and Marine Parks Unit)

DISTRICTS

- Principle local government counterpart agency
- Prepares and approves district action plans and implementation grants
- Implements district implementation grants
- Reports to TCMP and NEMC on grant implementation performance (programmatic and financial)
- Provides inputs to NEMC on national actions needed to resolve ICM issues beyond their jurisdiction/authority
- Advises on technical and financial assistance needs for national agencies
- Coordinates with other implementing partners – national agencies and NGOs (e.g. FINCA, TAWLAE)
- Provides service to coastal communities using community-based, village level approaches to sustainable resource management to achieve improvements in quality of life, quality of environment/resource condition
- Provides TCMP with all data needed for USAID TraiNet and for Project Performance monitoring as stipulated in the Terms of Reference

WAMI-RUVU RIVER BASIN AUTHORITY

- Key partner in Wami River freshwater flows to estuary assessment
- Convenes workshops with key stakeholders for the assessment
- Provides counterpart staff, information and data for assessment
- Utilizes findings in river basin planning and water allocation decisions, taking into account ecological services needs

TAWLAE

- Implements enterprise development activities in Mkuranga District in coordination with ICM facilitator and contributing to the District Action Plan (may include complimentary activities with district implementation grants)
- Works with TCMP to develop Terms of Reference for work in Mkuranga
- Submits quarterly reports to TCMP on programmatic and financial performance.
- Provides TCMP with all data needed for USAID TraiNet and for Project Performance monitoring as stipulated in the Terms of Reference

FINCA

- Implements enterprise development activities in Bagamoyo District in coordination with District ICM facilitator and contributing to the District Action Plan (may include complimentary activities with district implementation grants)
- Works with TCMP to develop Terms of Reference for work in Bagamoyo
- Submits quarterly reports to TCMP on programmatic and financial performance.
- Provides TCMP with all data needed for USAID TraiNet and for Project Performance monitoring as stipulated in the Terms of Reference

SUCCESS Leader - implemented by WIOMSA (leveraged funds)

- Implements mariculture action research and development activities in the Districts of Mkuranga and Bagamoyo in coordination with the District ICM facilitator and contributing to the district action plans.
- Involves key TCMP staff and partners in regional/national training activities
- Submits reports to CRC (B. Crawford) quarterly with copy furnished to TCMP
- Provides limited technical assistance and training to SUCCESS/Tanzania and PEACE mariculture activities in non-SUCCESS/Leader sites

PEACE (leveraged funds)

- Integrates HIV/AIDS, gender and population dimensions to TCMP activities in Pangani and Bagamoyo Districts
- Implements selected on-the-ground action in Pangani and Bagamoyo Districts related to enterprises/livelihoods, water/sanitation, HIV/AIDS education and planning integration
- Submits reports to CRC (E. Torell) quarterly with copy furnished to TCMP