

**Tanzania Coastal Management Partnership  
Phase II  
Assessment and Recommendations Report**

**Prepared for:**

**Tanzania Coastal Management Partnership**

**Richard F. Delaney  
October 7, 2002**

# **Assessment and Recommendation Report**

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**Dar es Salaam, Tanzania**

1. **Introduce:** The following evaluation of the Tanzania Coastal Management Partnership (TCMP) is offered for consideration as part of the TCMP Self Assessment. It has been prepared by Richard Delaney, currently Director of the Urban Harbors Institute at the University of Massachusetts Boston and formerly, Director of the Massachusetts Coastal Management Program and consultant to several state and national jurisdictions that have prepared and implemented ICM programs.

One key element of the self assessment methodology was the TCMP Self Assessment Workshop conducted on October 3<sup>rd</sup> and 4<sup>th</sup> in Bagamoyo, Tanzania, and this report includes a summary of those important deliberations.

2. **Purpose:** The terms of reference for this work outlined three tasks:
  - To assist with the design and conduct of the Self-Assessment Workshop
  - To offer an outside, third party evaluation of progress achieved during Phase I and II of the project provided input for the overall TCMP Self-Assessment
  - To make recommendations for the design and tasks for a possible Phase III work program.
3. **Methodology:** The approach utilized to understand and evaluate the Tanzania Coastal Management Partnership consisted of the following actions:
  - Preliminary planning meeting with Elin Torell and Lynne Hale
  - Review documents and related materials ( appendix)
  - Conduct interviews with key stakeholder, staff and others in Tanzania (appendix)
  - Conduct an informational interview with US AID.
  - Participate in site visits in Bagamoyo.
  - Co-facilitate the 2-day workshop. (appendix)
  - Draft findings based on a distillation from all previous tasks.
4. **Background:** The Tanzania Coastal Management Partnership is a joint initiative between the National Environmental Management Council (NEMC), the University of Rhode Island / Coastal Resources Center (UORI/CRC), and the United States Agency for International Development (USAID). As expressed in numerous documents since its formation in 1997, the TCMP's overall goal is to “establish the foundation for effective coastal governance in Tanzania.” The program has worked toward five goals and results in Phase I and consolidated its progress and refined these five areas in Phase II as the following major programmatic areas. This evaluation will be organized around these topics.

- a. Support planning and integrated management of coastal resources and activities and provide mechanisms to balance national and local interests.
  - b. Promote integrated and sustainable approaches to the development of major economic uses of the coast to optimize benefits and minimize negative impacts.
  - c. Develop and use an effective coastal ecosystem research, monitoring and assessment system that will allow available, and, scientific and technical information to inform ICM decisions.
  - d. Enabling conditions for ICM implementation improved.
  - e. Increased institutional effectiveness for coastal management. This includes improving human capacity and institutionalizing ICM within GOT.
5. Overall Evaluation and Summary: TCMP has made outstanding progress toward its overarching goal of “establishing the foundation for effective coastal governance” in Tanzania in the relatively short period of 4 years. The likelihood of an ICM program maximizing its value in almost any jurisdiction or country is determined to a large extent by the existence of a critical mass of ICM related awareness and activities. Through the strong leadership and vision provided by the TCMP, Tanzania has become one of the ICM leaders in Africa. The initiative was created in 1997 when several independently funded and designed ICM-related projects were underway, or just being initiated in Tanzania and now includes government agencies, scientists, private sector, and non-governmental organizations. Its work has already begun to pay dividends that cumulatively could bring about the ultimate goal of more sustainable and healthy coastal communities in Tanzania.

One major product of the work conducted so far is the National ICM Strategy Statement, which is expected by the TCMP leadership to be officially adopted by the Government of Tanzania in the near future presenting TCMP with a superb opportunity to transition from establishing the foundation to implementing an action plan and change.

6. Specific Findings: The findings and comments have been grouped around the five organizational structures that have provided the shape of the TCMP.

A. Support planning and integrated management of coastal resources and activities and provide mechanisms to balance national and local interests.

Findings: Substantial allocations of time, energy and budget resources were properly directed toward this goal with the pending approval of the National Strategy Statement being an extremely important milestone achievement. The extensive use of working groups was a key part of this planning effort and the many individuals whose expertise was contributed to this effort should be commended.

## Recommendations:

\* The linkages between national and district /local governments have been identified as needing attention and coordination especially when plans and strategies transition into actions and regulations. The development of District and Local Action plans will provide the next opportunities to do so and should continue to be a priority presenting opportunities to address in greater detail the issues and means of integrating and coordinating sound policy and planning concepts.

\* There were 6 local ICM programs that the Partnership was to bridge and from which to draw important experience and lessons as the National Strategies evolved; yet, other than some mention of community-based fishing experience at Tanga (and that not always well known and not yet replicated), it is unclear just how much active and acknowledged integrating the TCMP has or is doing even now.

\* As integrated and ecosystem-based as ICM endeavors to be, many programs have not sufficiently addressed fresh water policy, planning and management as a crucial elements of community development and health. This fact has been reinforced at the WSSD where the water supply and sanitation has become perhaps the central focus for sustainable communities coastal and otherwise. TCMP's limited resources and well devised set of priority areas should continue; but perhaps an eye on water issues especially as they impact local community planning and growth would be instructive. Just as transportation routes bring development opportunities and pressures to rural coastal communities, water supply and use can greatly influence those communities ultimate sustainability. As a practical matter, it appears that the UNEP will commit sums of money to a "Water for Africa's Cities" program and the US has announced a \$970 million water supply and sanitation initiative that is likely to influence US AID programmatic funding. Other thematic linkages for funding support for ICM include its direct contributions to the establishment of democratic, citizen participation processes, judicial reform, and economic development initiatives around marine industries.

\* Being opportunistic and flexible are some of the best attributes of an ICM program. In that regard, the TCMP should position itself to be of great service to emerging thematic and financial trends. This includes things like the Local Government Reform where the inclusion of ICM provisions in all local coastal planning projects would be required and approved by the federal level presumably through the TCZM Office. Also, the TCMP should anticipate national level decisions about offshore oil and gas development and be prepared with helpful analyses, information and possible recommendations.

\* The potential for an Environmental Law with sections detailing and improving the EIS process, creating water quality standards and other items should be a great

benefit for Tanzania and the TCMP should prepare now to utilize this opportunity to infuse coastal concepts and provisions wherever possible.

A comprehensive and transparent EIS process can be the most effective tool for implementing ICM especially if the lead ICM office is prepared to participate on a technical as well as policy level. One ambitious option would be to offer an entire section of the new Environmental Law that would essentially be a Coastal and Marine Act that consolidates and harmonizes and improves all relevant laws.

- \* As preparation for such legislative initiatives, TCMP might consider conducting a test case scenario for either a hypothetical large development proposal or a pending proposal such as the waterfront filling and development proposal in Dar es Salaam or the impacts of offshore gas development projects.

#### B. Promote integrated and sustainable approaches to the development of major economic uses of the coast to optimize benefits and minimize negative impacts.

Findings: TCMP again successfully utilized the working group structure to complete two economic sector reports and guidelines for potentially sustainable economic development activities along the coast: mariculture and sustainable tourism. This pro-active approach to coastal development is essential and to be commended.

#### Recommendations:

- \* The two sector guidelines wisely incorporate environmental principles rather than just the standard development parameters. Yet, typical development portfolios are often based on comprehensive market feasibility studies and analyses. While the preparation of the mariculture guidelines were triggered by a national controversy over a huge mariculture proposal for the Rufiji River delta, it now appears that further work on the mariculture sector report could benefit by such an analysis and begs the question of whether there are other sectors that should now be explored. Candidates include the solar powered production of salt, coastal small-scale agriculture and value-added options for fisheries and ecotourism.

- \* The partnerships with development oriented ministries and agencies that produced the sector studies should be nurtured and expanded to help assure sustainable livelihoods for citizens living in coastal communities; and to provide an ICM framework for pending decisions about more national economic sectors like oil and gas development. It is encouraging and effective to have the Minister of Tourism speak publicly about the need to end destructive fishing practices.

- \* TCMP should also strive to involve the private sector in its work. In addition to efforts underway with the mariculture industry, it appears that there has not been significant participation in the TCMP from industry even from the commercial fishing industry. A business advisory group might be formed that

could meet for an occasional briefing on the TCMP activities as the Business Breakfast Roundtable or a more interactive mechanism forum established where business association representatives are asked to join and bring a private sector perspective to TCMP projects. This partnership might expand to enable TCMP to provide technical assistance to small and large businesses about alternative technologies and processes that would make their business more sustainable.

C. Develop and use an effective coastal ecosystem research, monitoring an assessment system that will allow available scientific and technical information to inform ICM decisions.

Findings: The scientific and technical working group, ( STWG) brought together the expertise, an interdisciplinary approach and data that produced an excellent first State of the Coast report. It is now well known that ICM efforts need to have baseline measurements and relevant performance indicators to measure their effectiveness and just as importantly, to continually demonstrate the benefits of a country adopting and supporting the ICM approach and frameworks.

Recommendations:

- \* The current compendium document, State of the Coast, is still discipline-oriented and light on socio-economic parameters. The next iteration should move toward more ecosystem-based assessments and begin to articulate causal relationships in the larger framework.
- \* In addition to the excellent scientific experts on the SWIG, it would be helpful to use the production of the State of the Coast as a forum to bring more managers and policy makers into its design so that future research and data analysis will be more directly respond to specific priority management challenges and problems.
- \* Although some individual faculty have productively contributed via the working groups to this point, there may be more potential to partner with at the University and Institutes. Whether addressing the aforementioned needs for training, ecosystem-based research or other topics, the UDAR could be very helpful. At some point, Tanzania should have its own CRC or UHI.
- \* The use of graduate level interns should be considered to augment the TCMP staff especially with scientific fieldwork and sampling. The benefits include the availability of low-cost additional staff for the very streamlined, over-worked TCMP and to provide some of the most successful “capacity building” opportunities for the students.

D. Enabling conditions for ICM implementation improved.

Findings: The most often heard comment about TCMP’s work during the first four years is that it enabled conversations and collaborations among people and agencies that typically had not integrated their activities. This new awareness

among the environmental professionals is invaluable and already appears to becoming accepted among other environmental departments, level of governments and hopefully among all stakeholder groups in the future.

The existence of TCMP and the continuous efforts of its Director and staff in organizing the working groups, conducting retreats and meetings, producing publications and outreach activities are recognized by many participants as having facilitated this level of integration.

Recommendations:

- \* The initial and still somewhat confusing issue is the precise identity of the support unit. The upcoming transition should present an opportunity to resolve what was largely by the nature of the ICM concept, a somewhat imprecise role. Both the new ICMCO and TCMP for the next period of time should consider means for establishing more local and regional presences. This could be accomplished through regional offices in the north, south and central coastal regions with at least one person who serves as the regional coordinator and resource person linking the local populations and officials to national agencies and representing the regional perspectives back to his or her colleagues at the national level.
- \* There were 4 major working groups with a chair and secretariat for each and membership averaging 25 people. They focused on the core policies, mariculture, ecotourism and science. These working relationships should be maintained and will serve the work of Phase II very well. Yet, many members recognize the need to re-organize, make more efficient and reorder priorities for the working group. The trick will be to not lose the interest and commitment that has been generated by this mechanism so far. One option for re-structuring the working groups would be to create a high level TCMP Advisory Council that includes all members of the working groups and as specific and topical issues arise, members of a task group or subcommittee could be drawn to complete that task only. TOR's for the whole Advisory Council as well as Task Groups would be helpful in clarifying roles and responsibilities of each member.
- \* Collegiality and comfort levels are two important traits for members of a group if they are to feel networked and united in a cause. It appears that the regular retreats serve this purpose as well as provided an opportunity to communicate and brainstorm with the larger group. The adoption of recommendations contained in the Assessment of the Retreats by E. Torell would likely maintain that important collegiality, elevate the quality and productivity of time and effort committed to the retreats via the presentations of papers and state of the coast updates; and would still provide for a small, more manageable (and more cost effective) group to meet at intervening points to tackle specific issues.
- \* One essential role for the Support Unit involves communications and public affairs and public visibility is crucial for the public acceptance and

implementation of ICM goals. While a significant number of excellent publications have been produced by TCMP, their distribution appears to have become rather routine and to general lists. The communications strategy should become more strategic with distribution lists and timing constructed in such a manner as to reach and impact targeted audiences whether it is the village children or the elected officials.

\* TCMP should be more active as an information exchange and clearinghouse. A number of scientific studies and documents have been assembled and should be fully utilized. This function would help replicate local success stories, for example, Tanga's success with its localized negotiated consensus process to reduce destructive fishing and is beginning to parlay that into broader ICM implementation, should be more enthusiastically exchanged (marketed) that story with other Districts facing similar destructive fishing practices.

\*An impressive range of NGO's were present to receive awards at ceremonies in Bagamoyo. They should be included in some fashion in the TCMP partnership at least for information distribution, constituency building and public education allies.

E. Increased institutional effectiveness for coastal management. This includes improving human capacity and institutionalizing ICM within GOT.

Findings: While an acknowledged goal for the TCMP, the allocation of effort directly related to capacity building appears to be less than initially planned. Although training workshops were conducted for the working groups and recently at the local level around the Local and District planning processes, there appears to be room for improvement within the TCMP and /or through support of other members of the Partnership.

The second focus in this area is institutionalizing ICM with the GOT and the expected approval of the National Strategy, and subsequent establishment of the TCMP Unit with the National Environmental Management Council and an Interministerial Coordination mechanism will mark significant progress in this area, at least on paper. Making the new ICM institutions operational will be the proverbial "next step."

Recommendations:

\* TCMP has produced an Institutional and Policy Matrix that appears to be the only compendium of relevant laws and regulations. While this document seems do list and outline the basic purpose and jurisdiction of numerous coastal and marine laws, it admittedly does not evaluation and analysis of the strengths and gaps as part of the legal / regulatory framework for implementation of ICM.

\* TCMP should conduct such a legal analysis to identify gaps and conflicting regulations and opportunities to suggest amendments that would harmonize the



legal framework for ICM in Tanzania. The pending approval of the Strategies will both focus increased attention on the existing laws and present an opportunity to strengthen and fill gaps.

\* TCMP should research and create a series of Model By-Laws for use by local and district governments. These could be related to implementing district and local plans, protection of environmentally sensitive areas like mangroves or the management of the 60-meter setback. Apparently, a least one NGO of lawyers has been active, in fact reportedly courageous in dealing with mining issues, and would be a valuable partner for TCMP as the strategies become official and the stakes go up.

Appendix A: Workshop Agenda

*Thursday October 3<sup>rd</sup>*

<i>Time</i>	<i>Activity</i>	
9 AM	<p><i>Welcome</i></p> <p>Participant introductions</p> <p><u>Opening remarks</u></p> <ul style="list-style-type: none"> <li>- Dr. Ngoile</li> <li>- L. Hale</li> <li>- D. Moore</li> </ul> <p><u>Workshop introduction</u> (J.Daffa)</p> <ul style="list-style-type: none"> <li>- objectives</li> <li>- expected outputs</li> <li>- Agenda</li> </ul> <p>Brainstorming exercise: What are the major issues facing coastal people in Tanzania. Ask each participant to think through the question and give 1-3 suggestions. Ask the participants to think of a broad range of issues: ecosystem, public health, economic, urban/rural, etc.</p> <p>Put the answers on flip charts. Do a quick debrief</p>	
10.00 AM	<i>Tea</i>	
10.30 AM	<p><i>Session 1. Assessing the past and current activities of TCMP</i></p> <p><u>Presentation</u> (J. Daffa)</p> <ul style="list-style-type: none"> <li>- What was the context for ICM in Tanzania when TCMP began?</li> <li>- What were the expected results of Phase One and Two and what were the assumptions behind selecting the result areas?</li> <li>- How has the context for ICM changed since TCMP began</li> </ul> <p><u>Group discussion</u></p> <p>The participants will be divided into four groups:</p> <ol style="list-style-type: none"> <li>1. Awareness, outreach, and capacity building (Gratian and Pancreas should be in this group)</li> <li>2. Linking national and local ICM (Solomon, Daffa and Lewis should be in this group)</li> <li>3. Dealing with opportunities for economic growth (Masekesa and Baraka should be in this group)</li> <li>4. Linking science with management (Charles and Dubi should be in this group)</li> </ol> <p>Each group should be asked to address the following questions:</p> <ol style="list-style-type: none"> <li>1. What has worked well within your “area” and why</li> </ol>	

	<p>2. What could be improved and how?</p> <p>Report out and discussion</p> <ul style="list-style-type: none"> <li>- What are the similarities and differences between the groups</li> <li>- Are there common trends of things to change/keep</li> </ul>	
1 PM	Lunch	
2 – 4.30 PM	<p><i>Session 2. Translating enabling conditions into action</i></p> <p><u>Introduction to exercise</u> Tom make segway to this session</p> <p><u>Group work</u> Divide participants into three groups. Each group will discuss one of the following areas for how to translating enabling conditions into action:</p> <ul style="list-style-type: none"> <li>- How do we encourage economic growth</li> <li>- How to protect the environment</li> <li>- How to improve individual well-being</li> </ul> <p>If time the participants could also discuss how to measure if progress has been made.</p> <p>Report out and discussion</p>	
4.30	<p>Closing remarks by Stephen Olsen</p> <p>Day adjourned</p>	

### ***Friday October 4<sup>th</sup>***

<b><i>Time</i></b>	<b><i>Activity</i></b>	
9 AM	<p><i>Introduction of the day</i></p> <ul style="list-style-type: none"> <li>- Recap previous day</li> <li>- Introduce agenda and objectives for day two</li> </ul> <p>1. Presentation by Daffa on strategy 2. keynote presentation by R. Delaney</p>	
10.00 AM	Tea break	
10.30 AM	<p><i>Session 3. Way forward: Goals and Outcomes for the next 3-6 years</i></p> <ul style="list-style-type: none"> <li>- What are the anticipated end outcomes of Phase 2 (2003)</li> <li>- Overall, what should be the overarching goal of Phase Three?</li> <li>- What should be the end outcomes of Phase 3 (2005)</li> </ul>	
1 PM	Lunch	

2 –5 PM	<p><i>Session Four - Moving Forward: Future structure and management methods</i></p> <p><u>Full-group or small-group discussion</u></p> <ul style="list-style-type: none"> <li>- How should the overarching structure of TCMP change to accommodate the goals for Phase Three?</li> <li>- What new areas should be added?</li> <li>- What new partners should be involved?</li> </ul>	
5 PM	<p><i>Closing</i></p> <p><u>Thank you and final remarks</u></p> <ul style="list-style-type: none"> <li>- J. Daffa/T. Bayer</li> <li>- R. Delaney</li> <li>- S. Olsen or L. Hale</li> <li>- Dr. Ngoile</li> </ul>	

## Notes from Day One Bagamoyo workshop

### ***Brainstorming exercise- issues along the coast***

- Lack of technical know-how and utilizing local knowledge
- Destructive practices for harvesting resources
- Demand on resources
- Overpopulation/population growth
- Ownership of resources
- Beach pollution
- Destruction of historical sites
- Poverty
- Pressures from the outside
- Lack of update information on trends (lack of maps, etc.)
- Lack of understanding of benefits of sustainable tourism
- Lack of knowledge of alternative livelihoods
- Limited political awareness
- Resource use conflicts
- Finding good economic development alternatives
- Access/threshold of increased access to coast (roads leading to increased tourism and other industries, etc.)
- Responsibilities of communities to manage resources
- Benefits to communities and government are unequal – the communities have no incentive to manage resources
- Poor access to clean water – health risks
- Weak institutional structures locally

- Lack of leadership
- Low food security
- Lack of markets and marketing skills
- Lack of infrastructure (roads, schools, health clinics, etc.)
- Development pressure
- Poor governance
- Lack of awareness
- Inequities in distribution of resources
- Few benefits go to communities
- Communities are not involved in decision making
- Planning
- Sea level rise/erosion
- Involvement of private sector
- Lack of valuation of resources
- Urban growth/pollution
- Gender inequities (and inequities because of other “weak” groups being excluded from decision-making.

***Session 1. Assessing what worked and did not work in phase one and two of TCMP***

**Group 1. Linking national and local ICM**

What worked:

- Involvement of stakeholders worked properly (i.e. village government, salt miners, councilors, local ICM programs, etc.)
- Sectoral integration
- Forum for national and local level consultation (e.g. coral mining in Mtwara, Trawlers vs. artisanal fishers)

**What could be improved and how?**

What:

- Interaction between major economic activity guidelines and district action planning process

How:

- technical assistance on particular guidelines be provided to the district action planning process
- Actual situation encountered in the district should be reflected in the guidelines (e.g. tourism development and land issues)

What:

- Communication intersectoral/interministerial with the districts should be improved
- 

How:

- Intersectoral/ interministerial forum to review district ICM action plan
- Improving communication infrastructure at local level

## **Group 2. Economic Opportunities**

### What worked well:

- Situation analysis
- Tourism investment guidelines
- Tourism management plan
- Mariculture issue profile
- Mariculture guidelines
- Mariculture source book

### **Why did it work well?**

- Intersectoral cooperation
- Awareness
- Funding

### **What could be improved?**

- Do an inventory of potential sites for mariculture and tourism
- Incorporate local entrepreneurs and national level investors in working groups
- Packaging information in spatial forms
- Stimulating actions on the ground (e.g. piloting working with donors in PRS program)
- Making the guidelines part of the sectoral administrative systems
- Establishing monitoring systems to measure success
- Establish market potential for mariculture products
- Valuation of resources

## **Group 3. Science for management**

### **What worked well?**

- Collated scientific information from a diversity of disciplines and synthesized this information in the state of the coast report (gray and white literature)
- Brought together scientists managers and coastal communities to collectively address ICM issues (communities, socio economic)
- Assessment of selected ecosystems (Tanga and Kilwa case, coral reefs)

### **Why did it work well?**

- TCMP established TCMP

### Suggested improvements:

- A discussion has to be made on which ecosystems and type of indicators to be monitored and the quality of life – what are the indicators?

- To move from pilot studies to establishment of baseline studies for future monitoring of coastal resources
- Improve funding sources for STWG to accomplish its tasks
- Science should be used by managers

#### **Group Four: Awareness raising, communications, and capacity building**

##### What worked well:

- CEAS
- Pwani Yetu newsletter
- Stakeholder consultations and awareness of strategy process
- Acceptance and feedback within various sector (a bit of cross-sectoral participation at grassroots and technical level)

##### Suggested improvements:

- Feedback to policy-level (awareness and cross-sectoral linkages)
- Make conscious effort to meet with (brief) high level officials
- Set appointment
- Take something to leave behind
- Offer something to them
- Be strategic – pick your topic
- Create a forum for the exchange of ideas/platform for brainstorming (economic and physically)
- Special campaign
- Pick a topic/issue and use in the media
- Pick your media contacts
- CEAS: Pick some key projects and look at them in more detail
- Once strategy is endorsed how do we engage people – we will need to explain benefits to general populace
- Continue linkages with local government
- How to make scientific information more accessible/understandable to target groups
- Need a distribution mechanism for data/documents/information
- Agree upon a communications strategy
- Need to revisit capacity building.

#### Session 2

##### Group 1. Encouraging sustainable economic growth

###### 1. Actions

- A. Demonstrations (study tour) showing people pilot studies/projects (eg. Mariculture activities which is taking place in environmentally sustainable way)
- B. Identify and facilitate market links (infrastructure)
- C. Added value (products) storage packing processing, canning, etc.)
- D. Incentives to private sector

- E. Assess and implement successful models for supporting small scale entrepreneurs (credit, technical know-how, and project management)
- F. To develop, implement review and improve land-use plan
  - Social aspects
  - Environmental economic
- G. Feasibility study of diverse economic options
- H. Capacity building in small entrepreneurship
- I. Put value of the resource use in coastal communities

## 2. How to measure success

- A.
  - Number of pilots
  - Number of participants
  - Number of replications
- B.
  - Number of markets and prices
  - Number of persons with access to markets
  - Number of processing facilities
- C.
  - Availability of sound functional banking
  - Facilities (e.g. telecommunication)
  - Fair taxes insurance
- D.
  - Number of small-scale enterprise adopted the models
  - Number of function land use plans that incorporate environmental considerations

## **Group 2. Environmental protection**

### *Actions that can be taken to protect the environment*

#### **General**

- capacity building at all levels on monitoring , surveillance and management of natural resources
- resource valuation
- clarify roles and responsibilities for environmental actions among communities, government, etc.
- enforcement of existing regulations including awareness raising
- Adopt integration approach at all levels

#### **Physical**

- Manage sand mining



- EIA process in emerging economic activities
- Respect the set back
- No coastal erosion – monitoring system to assess shoreline change, planting mangroves
- Dredge and fill plan
- No coral destruction
- Institute proper land use plan and practices
- No obstruction plan and practices
- No obstruction of water ways
- Sensible shoreline protection
- Introduction of economic disincentives (environmental tax, fine, penalties, etc.)

### **Biological**

- Don't lose the number of species that exist along the coast
- Eliminate/reduce destructive practices (fisheries, mangroves, etc.)
- Replenishment programs initiated
- Quantifying resource stock
- Put monitoring system in place
- Appropriate fishing technologies
- Put in place local marine management areas
- Awareness raising on connection of ecosystems (e.g. seagrass, mangroves, and coral reefs)
- Determine and identify habitats for migratory and critical species
- Species management plan in place

### **Chemical**

- institute pollution control measures
- identifying pollution hot spots
- encourage cleaner production initiatives
- develop standards for monitoring pollution
- provide sanitation systems that are environmentally friendly

### *How to measure progress*

- Put baseline and monitoring system in place
- Incorporate existing monitoring and indicators

### **Group three: Improving individual wellbeing**

Actions to improve individual wellbeing/reduce poverty

### *Goal: Individual wellbeing*

Indicators:

- Human development index
- Literacy rates
- Nutritional status

- Consumption patterns disaggregated by gender

#### Actions:

##### 1. *Individual empowerment*

- Input to investment decisions through transparent participatory project review

#### Indicators

- mechanisms in place
- # projects submitted
- # of reviews
- evidence of impact

##### 2. *Access to improved or alternative livelihoods*

Technology, credit, training, producer groups, marketing

#### Indicators

- production levels
- per capita income
- diversification/adoption rates

##### 3. *Increased access to common goods*

- Education, medical, infrastructure

#### Indicators

- literacy rates,
- birth/death rates
- access to potable water
- vaccination rates
- nutritional status

##### 4. *Encourage large scale investments to contribute to local wellbeing.*

- eg. Hotels buying products from local communities

#### Indicators

- employment rates
- local product use
- community investment partnerships

##### 5. *Local access to common resources maintained*

- What happens when big hotels etc. comes to the coast and “grabs” the land

#### Indicators

- mapping/inventory of common access points

Summary points from Stephen Olsen presentation:

Giving Tanzania a gold star in reaching a big threshold – getting the strategy adopted.

Now the hard work begins. The purpose of ICM is to

- to sustain, improve, restore the quality of life for humans
- to sustain, improve, and restore the life support system.

Coastal areas are the most productive regions of the world. That is probably why most of us choose to live here.

TCMP has set in place the enabling conditions

1. Constituency
2. Commitment
3. Capacity
4. Clear goals (for environment and human society)

Process builds the first enabling conditions. We have to work more on specific time bounded goals.

If we are to go from where we are to where we want to be, something difficult must happen. We have to start changing behavior. People have to change as individuals and as groups. What we talked about this afternoon are implementation of changed behavior.

Tomorrow we are going to look at what specifically what this program can hope to achieve over the next 3-6 years.

1. Changed behavior in terms of how planning and decision making occur (we have to monitor what are the evidence of changes in decision making)
2. Changed behavior in terms of how groups of people react in their environment (reduce or stop coral mining, dynamite fishing, etc.)
3. Changed behavior in one group towards other groups
4. Changed behavior in terms of improvements in infrastructure

We have succeeded in creating an environment of trust and a common vision. Now we have to step over the bridge to start implementation.

Don't try to do too much. We have to be highly strategic. We have to pick 3-4 actions on the ground for the next 3-6 years. Balance what you do with the capacity that exists. Don't set people up for failure.

## Notes from Day 2 Bagamoyo Assessment workshop

Report out from group work to narrow down short and long term priority outcomes within economic opportunities, environmental protection, and improving livelihoods.

### **Group 1 Economic opportunities**

#### **Short term**

1. Pilot land-use plans for key coastal villages in place and applied (1,2,3,4,6,7)
  - Land-use plans in place
  - Investments done in appropriate sites
  - Decreased land-use conflicts
2. Pilot projects on mariculture and tourism established in key coastal villages (2,5,6,7)
  - Pilot projects identified
  - Appropriate mariculture and tourism activities operating
  - Increased income for involved households
  - Number of pilot projects increase as a spin-off of original projects
3. Successful community-based mariculture and tourism products (from pilot projects) get increased access to viable markets (1,2,3,6,7)
  - Marketing guides in place and used
  - Number of local mariculture and tourism products bought by external business agencies (companies and other dealers) increased
  - Number of external business dealers buying local mariculture and tourism products increased

#### **Long term**

1. Value added mariculture and tourism products produced in coastal communities
  - Processing industries in place
  - Increased prices of products
  - Improve community wellbeing
  - Mariculture and tourism activities continue to be environmentally sustainable alternatives for coastal communities
2. Marketing systems and channels strengthened
  - Number of firms engaged in marketing mariculture and tourism increased
  - Demand for products increased
  - Number of mariculture and tourism producers increased
  - Mariculture and tourism activities continue to be environmentally sustainable alternatives for coastal communities
3. Coastal communities engaged in diverse alternative livelihoods

- % increase in number of sustainable (alternative) income generating activities (e.g. salt mining)
- Increased community income accrued from (alternative) income generating activities

Group Number 2: protect the environment

## **1. Habitat and living resources (relate to statements 1,3,5,6,7)**

### Short term

In three years time three management areas will be established with fisheries, mangrove, and monitoring plans put in place and implemented by the community

- Community empowerment
- Improved fish stock and catch
- Improved coral reefs, seagrass beds, and mangrove health
- Improved income
- Improved biodiversity

In five years time, data on fish stock, mangrove, and reef status will be updated

- Reliable data on fish, mangrove, and coral reef trends
- Appropriate decision making (the trawling issue should be resolved)

## **2. Shoreline Management (supports strategies 1,2,4,5,6,7)**

### Short term outcomes

In three years, areas of high erosion and accretion identified along the entire coast of mainland Tanzania and shoreline management plans developed with implementation started in the three district headquarter towns where district action planning is now occurring (Bagamoyo, Mkuranga, and Pangani)

### Outcome indicators

- National: Erosion/accretion monitored regularly with regular reporting in the state of the coast report

### Demonstration sites

- detailed assessment of erosion completed and routine monitoring undertaken by scientists and routine monitoring undertaken by scientists and community members
- Options for protection (ind structural, soft, no build, relocation of structures in place and selected
- Required setback codified in bylaws of the three selected sites
- Fish landing and community recreation sites are identified and reserved for local use and access points to them provided and secured.

#### Long term outcomes

In six to ten years, shoreline management plans are in place for all areas with significant tourism development (existing/planned) and areas subject to wave damage and flooding identified. Mitigation plan prepared and implemented for two demonstration sites.

### **3. Water quality – domestic/industrial, agrochemical, sediments, rural/urban, marine/fresh (supports strategy statements 2,5,6,7)**

#### Short term outcomes

1. Within 3 years, on-site sewage treatment demonstration activities in Pangani, Mkuranga, and Bagamoyo are designed, implemented and assessed
  - WG established
  - Guidelines and criteria prepared
  - Effectiveness of existing system (on WG) assessed
  - Lessons learned and best management practices disseminated
2. Within 3 years industrial waste pre-treatment activities in DSM are undertaken in partnership with private sector
  - Dialogue and partnerships with industrial associations established
  - Opportunities for environmental audits and pretreatment are identified
  - Pre-treatment activities are implemented and monitored

#### Long term

Within 6 years, expand and replicate best management practices for both domestic and industrialized pollutants coast wide

- number of best management practices adopted
- PEO campaign implemented

#### Discussion

- We should include restoration of “destroyed” habitats
- Ecosystem management is a matter of scale (e.g beach erosion could be handled by districts while water quality should be handled at national scale, LMMAs can be managed by communities.

### **Group 3. Increasing human wellbeing**

#### Shorter term outcomes

1. By 2005 districts have meaningful mechanisms in place that ensure community participation in development and conservation decisions that affect their resources , activities, and well being:
  - Public notice and comment period on draft EIA in coastal areas to be affected
  - Environmental committees at the village and district level formed and reviewing development/conservation projects

- Public access points and construction setbacks are marked, publicized and respected as development proceeds.
- 2. By 2005 3 districts have achieved sustained or improved quality of life is linked to changes in behavior that sustain coastal dependent activities
  - Habitat destruction reduced/halted
  - Sustainable mariculture, fisheries and beekeeping is underway
  - Increased flows of benefits from tourism to the community
- 3. By 2003 define thresholds (level 0-4?) of district level capacity to administer ICM and coastal uses
  - Participatory planning/decision making
  - Gender equity
  - Financial management

By 2010 all districts have advanced 1 level in ICM capacity

#### Longer term outcomes

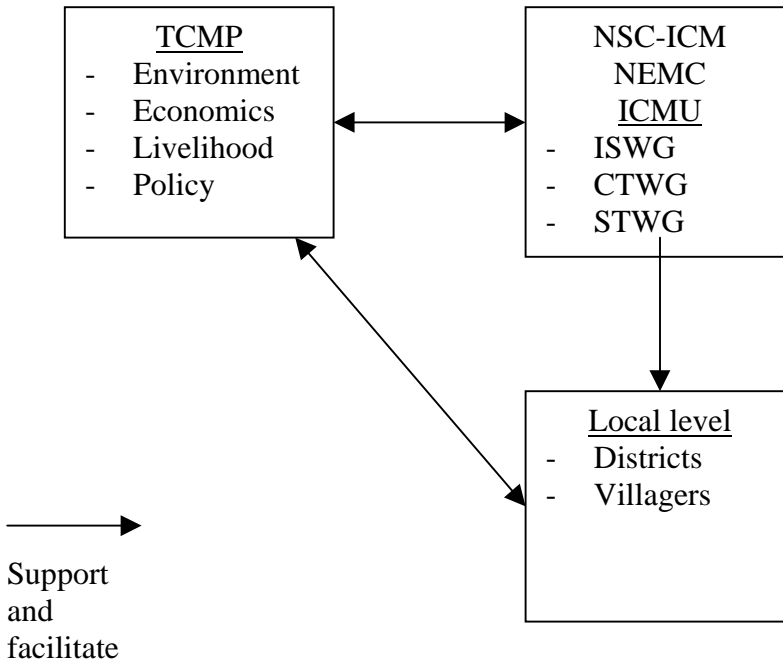
1. By 2007 the national tourism, gas production, and commercial fisheries industries have adopted a code of conduct that:
  - 15 % of their revenues benefit the habitats and communities affected by their action
  - requires environmentally sound practices
  - Compliance with Tanzania ICM policies and goals.
2. By 2010 reliable information is widely disseminated and understood that periodically documents coast-wide trends in:
  - Quality of life
  - Fishery abundance
  - Resource availability and utilization
  - Habitat extent and condition
3. By 2020 all coastal districts have access to basic social services as defined by the PRSP:
  - Health care
  - Education
  - Food security
  - Shelter

#### Discussion

- State of the coast document should continue.
- Empowerment is based on knowing – information must be “repackaged” in a way that it can be used by communities.
- You have to have baselines/markers to show if social development is taking place

Report out of final exercise: Implementation mechanisms and structures

## Group 1.



### Mechanisms

1. Management areas
2. SAMPs
3. Bylaws
4. Legislation
5. Contracts and sub-contracts
6. Retreats
7. Outreach activities

### Additional stakeholders

1. Private sector
2. NGOs
3. Programs and projects

### Comments

TCMP should stay as a partnership. The partnership decides what activities that they will carry out. The strategy is owned by NEMC and they will implement the strategy. TCMP will do part of it, but NEMC should get funding from other sources to implement the parts that are not done by TCMP. TCMP will be a mechanism and not an institution. The institution will be the ICM unit within NEMC.



## Presentation 2.

1. Structures – district level
  - ICM implementation officer (different from planning team leader)
  - Meet with district executive directors to develop criteria for leader/reporting scheme officer – DMT – district council
  - MOU signed between TCMP and focus districts
    - Work program
    - Reporting
    - Link to sectors/steering committee
  - TCMP provides resources/TA to district
2. Working Groups
  - Core group – provide technical support to IMTC – NSC; consider financial sustainability
  - STWG - provide scientific and technical support
  - Issue working groups – non permanent – will only work on national issues.
3. TA to districts through individual experts
  - ICM roster of experts
4. Structure of NEMC Unit – Small
  - Maintain TCMP to implement phase III of USAID project
5. Retreat structure
  - Annual National ICM conference
  - 1 retreat per year – emphasis on donor project coordination
6. Mechanisms
  - Build capacity to develop district by-laws (model by-laws)
  - Harmonize existing laws
7. Roles of Steering committee
  - Endorse guidelines
  - Select focus issues
  - Coordinate review of major coastal projects (help NEMC with EIAs for coastal programs)
8. Business sector advisory committee to meet periodically

This is a change and it makes a lot of sense.

Closing remarks