



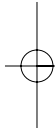
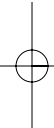
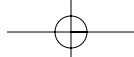
**THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF NATURAL RESOURCES AND TOURISM**

**MARINE PARKS AND RESERVES UNIT
(MPRU)**

STRATEGIC PLAN

2006-2010





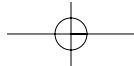
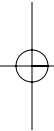
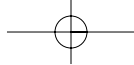


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LIST OF ABBREVIATIONS

MPRU	Marine Parks and Reserves Unit
ACEP	African Coelacanth Ecosystem Programme
BoT	Board of Trustees
CBFM	Community-Based Forest Management
CDTF	Conservation and Development Trust Fund
CITES	Convention on International Trade on Endangered Species
EAME	Eastern African Marine Eco-region
EU	European Union
FAST-UDSM	Faculty of Aquatic Sciences and Technology University of Dar es Salaam
GEF	Global Environmental Facility
GMP	General Management Plan
ICM	Integrated Coastal Management
IMS	Institute of Marine Sciences
IOSEA	Indian Ocean and South - East Asia
KICAMP	Kinondoni Integrated Coastal Area Management Project
KRAs	Key Results Areas
M & E	Monitoring and Evaluation
MACEMP	Marine and Coastal Environment Management Project
MBREMP	Mnazi Bay Ruvuma Estuary Marine Park
MIMP	Mafia Island Marine Park
MNRP	Management of Natural Resources Programme
MNRT	Ministry of Natural Resources and Tourism
MPAs	Marine Protected Areas
MPRs	Marine Parks and Reserves
MTEF	Medium Term Expenditure Framework
NEMC	National Environment Management Council
NORAD	The Norwegian Agency for Development Cooperation
NSGRP	National Strategy for Growth and Reduction of Poverty
RSP	Rolling Strategic Plan
SADC	Southern African Development Community
SAIAB	South Africa Institute of Aquatic Biodiversity
TCMP	Tanzania Coastal Management Partnership
TCZCDP	Tanga Coastal Zone Conservation and Development Programme
ToR	Terms of Reference
TRANSMAP	Trans-Boundary Network of Marine Protected Areas
TTDCP	Tanzania Turtle and Dugong Conservation Programme
UNDP	United Nations Development Programme
URI-CRC	University of Rhode Island Coastal Resources Centre
USAID	United States Agency for International Development
WIO	Western Indian Ocean
WWF	World Wide Fund for Nature
SPIC	Strategic Planning Implementation Committee
MPRU	Marine Parks and Reserves Unit
HIV/ AIDS	Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
PME	Planning Monitoring and Evaluation
MCS	Monitoring, Control and Surveillance

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IUCN	International Union for Conservation of Nature
PSRP	Public Sector Reform Programme
PMMAO	Principal Manpower Management and Administrative Officer
CIW	Communication Information Warden
FMO	Financial Management Officer
PW	Planning Warden
CMCO	Chief Marine Conservation Officer
WIC	Warden Incharge
PFMO	Principal Financial Management Officer
ppw	Principal Planning Warden
CCW	Community Conservation Warden
HF	High Frequency
VHF	Very High Frequency

Statement of the Chairman of the Board

The Government of the United Republic of Tanzania on attaining independence in 1961 resolved to develop its people through planned and integrated utilisation of its natural resources. Tanzania being endowed with many but strategic natural resources, the government enacted laws that created various institutions charged with proper management of the abundant resources. The guiding principle for all institutions created to steward the management and utilisation of the resources was to ensure their sustenance. The Board of Trustees for the Marine Parks and Reserves was entrusted the steership of coordinating and overseeing the conservation of marine resources.

In the face of the tremendous and complex challenges facing the management and control of marine parks and reserves in Tanzania, the Board has found it prudent to have a clear roadmap that would chart out tracks to be followed by all principal stakeholders in the future development of the marine parks and reserves. To meet this daunting task the Board has developed its first ever Strategic Plan that charts out clearly the course of the future. The plan sets out strategies to achieve broad institutional goals to be attained in the immediate future.

On behalf of the Board, I wish to thank all our stakeholders and particularly the Management of Marine Parks for the effort and time they placed in this endeavour to make the Strategic Plan feasible. I also wish to express my gratitude to the Government of the United Republic of Tanzania, development partners, and well-wishers for their unflinching support during the preparation of the plan.

Finally, on behalf of the Board of Trustees I wish to reiterate the commitment and readiness of the Board to participate and cooperate fully with all stakeholders in making the objectives outlined in the plan a reality. It is our sincere belief and hope that the Government and all well-wishers of Tanzania Marine Parks and Reserves will render us their unflinching support in our efforts to conserve marine resources for the present and future generations.



Prof. Yunus D. Mgaya
Dar es Salaam
Chairman of the Board of Trustees
June, 2005

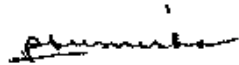


STATEMENT OF THE MANAGER

The Strategic Plan for 2005/06 – 2009/10 strives to realise albeit in a modest manner an ambition envisioned by the Board of Trustees for Marine Parks and Reserves in Tanzania, namely to make *Marine Protected Areas in Tanzania become the joy and pride for all.*

The working out of the Strategic Plan called for extensive consultations with many stakeholders including Board Members, Marine Parks and Reserves Unit (MPRU) staff, Officers of the Ministry of Natural Resources and Tourism (MNRT) and experts in fields related to marine protected areas. Worthy noting is the active participation and resourceful contributions of a wide spectrum of the Unit staff through internal working teams under the guidance of an external consultant. The quality and the comprehensiveness of this plan are attributed to all stakeholders who took part in preparing it.

I wish to thank the Board members for their guidance and support. I also wish to thank the Management and staff of MPRU for their active participation in the development of the Plan. However, my special thanks go to Prof. B.A.T. Kundi and Mr. R. D. Toba for their devotion and tireless involvement in the facilitation processes that enabled the timely preparation and completion of this plan. It is my sincere hope that the commitment of all stakeholders will be extended to the Unit during the implementation phase that lies ahead of us.



Mr. Chikambi. Rumisha
 Manager, MPRU
 Dar es Salaam
 June, 2005



EXECUTIVE SUMMARY

o.1. Introduction

The Development of Marine Parks and Reserves in Tanzania dates back to the 1960s when surveys of marine habitats mainly reefs were conducted and several sites legislated as marine reserves in mid 1970s. However, no specific management and institutional mechanism was put in place to effectively manage these reserves apart from allocating the authority to the Department of Fisheries.

From 1990s the Government in collaboration with other key stakeholders worked seriously to ensure that the idea of establishing Marine Parks and Reserves in the country became a reality. In 1994 a law to guide the management and administration of the Marine Parks and Reserves was enacted by the Parliament. The Marine Parks and Reserves Act No. 29 of 1994 provides the legal framework for the conservation, management and wise use of coastal and marine resources. It also provides guidance for reasonable use by fisher folks, commercial operators and holidaymakers, scientists, divers, photographers and reef watchers.

Within the framework of the Act No. 29 of 1994, the Board of Trustees (BoT) for Marine Parks and Reserves was established in 1996 as a semi-autonomous governing body responsible for the management and administration of marine protected areas in the country.

This Strategic Plan has been prepared to guide the management and development for Marine Parks and Reserves in Tanzania for the period 2005/06 – 2009/2010. The plan was developed through a participatory process, whereby internal and external stakeholders were involved.

o.2. Mandate of the Board of Trustees for Marine Parks and Reserves

The Board of Trustees for Marine Parks and Reserves Tanzania operates under the umbrella of the Ministry of Natural Resources and Tourism. It is charged with the following functions:

- To formulate policies on marine parks and related facilities and activities;
- To oversee the use of the Marine Parks and Reserves Revolving Fund;
- To advise the Director of Fisheries on management of marine reserves;
- To advise the Minister on approval, revision and amendment of general management plan of any marine parks;
- To designate specified marine and coastal areas as marine parks, marine reserves or buffer zones;
- To prepare and ensure implementation of regulations, and other matters affecting marine parks and reserves.

o.3 Rationale for the MPRU Strategic Plan

The rationale for preparing the MPRU Rolling Strategic Plan for 2005/06 – 2009/10 is based on the following factors:

- Need to link MPRU with the MNRT Strategic Plan.
- Need to respond to the Public Sector Reform Programme.
- The need to operationalise the MPRU plans.
- The need to respond to the International conventions, Millennium development goals, National Vision 2025 and National Policies in the area of marine reserves and marine parks.

0.4 Methodologies

In the interest of a broad-based stakeholder-participation and ownership of the plan, a series of workshops were held to review the external environment and developing the vision and mission for the MPRU. Based on the direction given by the MPRU stakeholders, the drafting team comprised both internal MPRU staff and external consultants. A brainstorming and planning workshop involving the principal stakeholders of the MPRU was again called to review the draft and develop key result areas and strategic issues. Also the principal stakeholders were facilitated to discuss and agree on the relevant strategic objectives and strategic initiatives to form the core of the plan. After this stage, the drafting team went on a retreat to further refine the plan for onward forwarding to the management and subsequently to the MPRU Board for approval. The method used was necessary to promote implementation as well as enhance ownership of the plan.

0.5 Key Result Areas and Strategic Issues

The Plan has addressed critical issues in the following Key Results Areas (KRAs):

- Legal Framework, Organisation and Management
- Conserve Biodiversity, Cultural Resources and Ecosystem Processes
- Financial Mobilisation, Accountability and Sustainability
- Information, Education and Communication
- Research and Monitoring

0.6 Vision, Mission and Guiding Theme

Vision

The Vision of MPRU is:

Marine Protected Areas in Tanzania become the joy and pride for all.

Mission

MPRU shall embrace as its basic Mission:

To establish and manage Tanzania's marine protected areas for sustainable use.

Motto

MPRU shall be guided by the following theme/motto:

Let us share the gift of nature together

Core values:

- Marine and coastal resources are conserved for sustainable development
- Communities are involved and fully *participate* in the management and conservation of marine and coastal resources.
- Management of Marine Protected Areas (MPAs) and delivery of high quality services from them is carried out efficiently.

0.7 Implementation, Monitoring and Evaluation

Implementation

Implementation of the MPRU strategic plan will be the responsibility of MPRU management. A Strategic Planning and Implementation Committee (SPIC) will be set up to assist the

Manager. It shall be comprised of between 4 and 6 members. The Manager shall also appoint the Planning and Development Officer who will be the Secretary to the SPIC. The Manager will chair the MPRU Strategic Planning and Implementation Committee.

Each department will be required to develop an annual work plan that will be used to guide the implementation of the plan. The department will report to the manager all activities conducted over the year. The departmental annual work plans will have to be drawn from the planned activities for the first year in the main document.

Monitoring

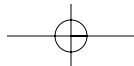
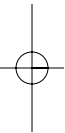
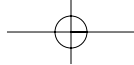
Monitoring of the MPRU Strategic Plan will be the overall responsibility of the SPIC. The Strategic Planning and Implementation Committee will periodically audit the implementation of the plan.

Evaluation

There will be two types of evaluation of the strategic planning process at MPRU. Once every two and half years using internal evaluators, and another one once every five years using an external evaluation team working with one internal evaluator not responsible for the implementation of the RSP.

Review of the MPRU Strategic Plan

The MPRU strategic plan shall be reviewed and rolled over every two years. The review will be based on the internal and external assessment that will be conducted every second year and five years respectively.



1. INTRODUCTION

1.1 Preamble

The idea to develop Marine Parks and Reserves in Tanzania dates back to the 1960s when surveys of marine habitats mainly reefs were conducted and several sites legislated as marine reserves in the mid 1970s. However, no specific management and institutional mechanism was put in place to effectively manage the reserves apart from allocating the authority to the Department of Fisheries.

The desire by the villagers of Mafia district to establish a protected area in their waters in the late 1980s rekindled the national interest in the creation of marine protected areas in Tanzania. Subsequently a number of studies to investigate marine resources and their use were conducted on Mafia. The studies identified Mafia Island as a suitable site for the establishment of the first marine park in the country.

Beginning from 1990s the Government in collaboration with other key stakeholders worked seriously to ensure that the ideas of establishing Marine Parks and Reserves in the country became a reality. In 1994 the legislation to specifically deal with the management and administration of the Marine Parks and Reserves was enacted by the Parliament. The Marine Parks and Reserves Act No. 29 of 1994 provides the legal framework for the conservation, management and wise use of marine waters with its prolific animals and plant life. It also provides for all reasonable use by fisher folks, commercial operators and holiday makers, scientists, divers, photographers and reef watchers. Within the Framework of this legislation Mafia Island Marine Park was in 1995 declared the first marine park in Mainland Tanzania

Acting within the power entrusted by Act No. 29 of 1994, the Minister of Natural Resources and Tourism in 1996 appointed the Board of Trustees (BoT) for Marine Parks and Reserves as a semi-autonomous governing body responsible for the management and administration of marine protected areas in the country. In 1999 the gazetted marine reserves, which were under Fisheries Act, were placed under the administration of MPR. In 2000 Mnazi Bay-Ruvuma Estuary Marine Park was gazetted as a second Marine Park.

This Strategic Plan has been prepared to guide the management and development of Marine Parks and Reserves in Tanzania for the period 2005/06 – 2009/2010. The plan was developed with the active participation of internal and external stakeholders.

1.2 Mandate of the Board of Trustees for Marine Parks and Reserves

The Board of Trustees for Marine Parks and Reserves Tanzania operates under the umbrella of the Ministry of Natural Resources and Tourism. The Board is charged with the following functions:

- To formulate policies on marine parks and related facilities and activities;
- To oversee the use of the Marine Parks and Reserves Conservation and Development Fund;
- To advise the Director of Fisheries on management of marine reserves;
- To advise the Minister on approval, revision and amendment of general management plan of any marine parks;
- To designate specified marine and coastal areas as marine parks, marine reserves or buffer zones;
- To prepare and ensure implementation of regulations, and other matters affecting marine parks and reserves.

1.3 Rationale for the Development of the MPRU Strategic Plan

Among reforms called by the Ministry of Natural Resources and Tourism (MNRT) in its 2002/03 to 2007/08 plan is the strengthening of the management of marine parks and reserves.

The rationale for preparing the MPRU Rolling Strategic Plan for 2005/06 – 2009/10 is based on the following factors:

- **Need to link MPRU with the MNRT Strategic Plan.** The MPRU is required to have in place a dynamic plan that is linked to the issues narrated by the MNRT strategic plan in order to assist the ministry within the MPRU mandates to meet the set vision.
- **Need to respond to the Public Sector Reform Programme.** Within the MPRU mandate, there is a need for strategic initiatives to transform MPRU so as to enable it to respond not only to the needs of the Unit but also the needs of the nation at large in line with the national vision 2025.
- **The need to operationalise the MPRU mandates.** In order for the MPRU to take up the opportunities offered by a number of stakeholders within the areas of marine parks, it is important for the Unit to put in place strategic key result areas which will be used to link the Unit to other players within the area of marine parks and reserves.
- **The need to respond to the International conventions, National Vision 2025 and National Policies in the area of marine conservation.** One of the priorities of the nation is to promote marine parks and marine reserves that will enable Tanzanians to play an active role in the conservation as well as create functions aiming at sustainable development of the nation.

1.4 Methodology

In the interest of a broad-based stakeholder-participation and ownership of the plan, a series of workshops were held to review the external environment vis-a-vis the development and realisation of the vision and mission for the MPRU. Based on the direction given by the MPRU stakeholders, a drafting team, which comprised both MPRU staff and external consultants, produced the first draft of the Strategic Plan. The draft was fully reviewed by a planning workshop involving the principal stakeholders of the MPRU and came out with defined key result areas, strategic issues, vision, mission and strategic action plan. After this stage, the drafting team went for a retreat to further refine the plan for onward forwarding to the management and subsequently to the MPRU Board for approval. The fore mentioned methodology was used in order to promote implementation and enhance ownership of the plan.

1.5 The Structure of the Strategic Plan

The Strategic Plan is organized into seven chapters. Chapter One provides the background, rationale and methodology used to develop the Plan. Chapters Two and Three present an overview of the strategic external and internal environment of the organisation highlighting the main strengths, weaknesses, opportunities and threats. Chapter Four articulates the main issues and key result areas to be addressed through implementation of the Plan. Chapter Five articulates the main strategic direction of the trust in terms of vision, mission and values. Chapter Six presents the main elements of the Plan, namely strategic goals, objectives, strategies and activities. Chapter Seven presents the framework for implementation, monitoring and evaluation.

2. The external context

The strategic external context of the Marine Parks and Reserves Unit presents important opportunities and challenges. These are reviewed in this Chapter and form the basis of the Strategic Plan.

2.1 International / Regional Conventions

Tanzania is signatory to several international conventions relevant to coastal and marine resource conservation and management. The implementation of the MPRU strategic plan should take cognisance of these international obligations as summarized in Table 2.1.

Table 2.1: International conventions relevant to coastal and marine resource conservation and management in Tanzania

International Convention	Relevance to Coastal and Marine Resource Conservation and Management	Linkages with MPRU
Convention for the Protection, Management and Development of the Marine and Coastal Environment of the Eastern African Region (the Nairobi Convention) and Related Protocols (1985)	Aims at ensuring sound environmental management of the maritime and coastal areas of the Eastern African region. Provides a framework for the protection and development of marine and coastal resources. Protocols developed under the convention focus on the conservation of flora and fauna, and on measures for combating marine and coastal pollution.	MPRU activities support the government's commitment to achieve the objectives of the convention, and are consistent with the elements of the convention.
Convention on Wetlands of International Importance (Ramsar) (1971)	Promotion of the conservation and wise use of wetlands by national action and international co-operation. Takes into account a wide range of wetland types, functions and values, and encourages adoption of an integrated management approach.	MPRU is expected to manage wetland sites in such a way as to avoid changes in their ecological character.
Convention on Biological Diversity (1992)	Framework agreement for the conservation and sustainable use of biological resources, and includes general provisions in support of marine conservation. Tanzania subsequently developed the Coastal Biodiversity Conservation Strategy (1995) and a National Biodiversity Strategy and Action Plan (2000).	Achievement of MPRU objective to improve the management of coastal and marine resources within protected areas will contribute to the conservation of biological diversity.
United Nations Convention on the Law of the Sea (1982)	Under the convention states have an obligation to protect and preserve the marine environment and are required to take all measures necessary to prevent, reduce and control pollution of the marine environment from any	Allows for development of necessary actions for the protection and preservation of rare and fragile ecosystems, as well as the habitat of depleted, threatened or endangered

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International Convention	Relevance to Coastal and Marine Resource Conservation and Management	Linkages with MPRU
	source (e.g. pollution from land-based sources, sea-bed activities or activities in the area by dumping, from vessels, and from or through the atmosphere).	species and other forms of marine life such as coral reefs.
Convention on International Trade on Endangered Species (CITES) (1979)	Restricts the trade of endangered species, including some marine and coastal species in Tanzania. In support, Tanzania signed the Regional Lusaka Agreement (1994) on co-operative enforcement operations directed at illegal trade in wild fauna and flora.	Exploitation of resources within marine protected areas must exclude any trade of endangered species.
Convention on the Conservation of Migratory Species of Wild Animals (1979)	Convention addresses species that migrate across one or more national jurisdictional boundary. States are to take co-operative and appropriate necessary steps to conserve such species and their habitat, through research, provision of protection, and conservation and management agreements.	There are migratory marine species that benefit from existence of marine protected areas – in particular; Dugong and turtles are listed species under the convention.
Convention concerning the Protection of the World's Cultural and Natural Heritage (the World Heritage Convention) (1972)	The convention provides for the designation of natural or cultural sites of "outstanding universal value" as world heritage sites, aiming to protect these areas.	Ruins of Kua on Juani Island are recognized national cultural heritage.
Convention concerning the protection of underwater cultural heritage (2001)	To identify and protect underwater cultural heritage sites of outstanding and universal value.	Ruins of Kua and Juani Islands are recognized national cultural heritage.
Man and Biosphere Programme (MAB)	The programme focuses on the development and full use of the existing global biosphere networks, continuing efforts to reconcile conservation and sustainable use with socio-economic development and maintenance of cultural values; building capacity and helping countries address complex, cross-sectoral issues of environment and development.	Allows for representation of coral reefs, and marine and coastal ecosystems in general, on the list of MAB reserves. The objectives of MPRU provide for development and subsequent nomination of such areas.

Other International issues which need the attention are the millennium Development Goals. As agreed by the world leaders at the *Millennium Summit* in September 2000. The MDGs are: **To eradicate extreme poverty and hunger, Achieve universal primary education; Promote gender equity and empower women; Reduce child mortality; Improve maternal health; Combat HIV/AIDS, malaria and other diseases; and Develop a global partnership for development**, these have a lot of relevance to what Tanzania and more specifically the MPRU should do during the next five years.

2.2 The National Context

2.2.1 The National Development Vision 2025

The National Development Vision 2025 envisions that Tanzania will have graduated from a least developed country to a middle-income country with a high level of human development. The nation will attain:

- High quality livelihood
- Peace, stability and unity
- Good governance
- A well educated and learning society and
- A competitive economy capable of producing sustainable growth and shared benefits

The creation and management of Marine Protected Areas is an important strategy in the attainment of high quality livelihood through the promotion of sustainable use of fragile marine resources in the country.

2.2.2 The National Strategy for Growth and Reduction of Poverty

The National Strategy for Growth and Reduction of Poverty (NSGRP) is designed to implement the aspirations of Tanzania Development Vision 2025 that targets to reduce poverty, hunger, diseases, illiteracy, environmental degradation and gender disparities. It articulates strategies for poverty reduction and sustainable development in three broad areas: (1) growth and reduction of income poverty, (2) improvement of quality of life and social well-being and (3) governance and accountability.

The creation and effective management of Marine Protected Areas is in line with NSGRP as it contributes towards attaining relevant targets in environmental conservation and planning and management of fragile marine ecosystems.

2.2.3 The National Economy

Tanzania has been experiencing a modest but steady annual economic growth averaging about 5% over the past five years. This growth was realised mainly by creating an attractive investment climate in a number of sectors including tourism. The Marine Protected Areas are an important investment potential especially for tourism related activities. Effective guidelines and management are needed in order to promote appropriate eco-tourism and other economic activities in the MPAs.

2.2.4 Policies and Laws

A summary of the coastal and marine resource conservation and management policies and legislation with their relevance to MPRU is given in Table 2.2 on the next page.

Table 2.2: Coastal and marine resource conservation and management policies and legislation

Policy or Legislation	Function in Coastal and Marine Resource Conservation and Management	Relevance to MPRU
Environmental Management Act (2004)	Overall management of the potential Impacts on the environment of coastal activities.	<ul style="list-style-type: none"> • Review and approval of environmental impact statements for development projects • Identification of projects or types of projects for which environmental auditing or monitoring is required, and ensures compliance with national environmental quality standards, pollution control and waste management. • Prepare and co-ordinate implementation of Environmental Action Plans, public awareness and education programmes, and provision of environmental advice and technical support.
National Environmental Policy ⁴ of 1997	Promotes environmental sustainability, security and equitable use of resources for sustaining the livelihoods of the present and future generations;	The policy outlines the six key environmental concerns - land degradation, deforestation, environmental pollution, loss of wildlife habitat and biodiversity, deterioration of aquatic ecosystems, lack of accessible good quality water. Continuous research in these and other relevant sectors for more focused management interventions is necessary.
Marine Parks and Reserves Act (1994)	Provides for the establishment, management and monitoring of marine parks and reserves.	<ul style="list-style-type: none"> • Consultative process established for the generation and modification of general management plans for each MPA. • The Act provides individual parks with powers to regulate activities within its spatial boundaries. • Village Liaison Committees report to the Village Councils, and serve as the main interface between a park and the local communities.
Fisheries Act (2003), and Regulations	Provides for protection, conservation, and regulation and control of fish, fish products, and aquatic flora and its products.	<ul style="list-style-type: none"> • Provides for government functions and marine management approaches that support MPRU activities. Focuses on management and enforcement of fishing, aquaculture development, and conservation of fish and fish habitat.
National Fisheries Sector Policy and Strategy Statement (1997)	Policy and strategy statement with respect to the conservation, management and development of fish resources.	<ul style="list-style-type: none"> • Policy support for the conservation and protection of the environment.
National Integrated Coastal Environment Management Strategy (2003)	Describes principles and attributes of ICM, rationale for a national ICM strategy, and statements of overall vision, mission, goal and strategies.	<ul style="list-style-type: none"> • Defines strategies and implementing mechanisms, particularly with respect to planning and integrated management, conservation, research and monitoring, stakeholder participation, and capacity building for management.

⁴URT; National Environmental Policy, VPO, December, 1997

Policy or Legislation	Function in Coastal and Marine Resource Conservation and Management	Relevance to MPRU
Forest Act (2002)	Provides for the conservation and management of forests, including mangrove and other coastal forests.	<ul style="list-style-type: none"> • Describes the development and implementation of management plans, community-based forest management (CBFM) (including both Village Forest Reserves, Community Forest Reserves), and permitting and licensing of forest uses.
National Tourism Policy (1999)	Describes overall environmental, social, economic and cultural objectives, as well as specific policy strategies, with respect to tourism development in Mainland Tanzania, including coastal tourism.	<ul style="list-style-type: none"> • Defines policy objectives for eco-tourism and cultural tourism, including general principles for development with respect to development planning, environmental protection, impact assessment, and community participation. • Guidelines for Coastal Tourism Development in Tanzania (2003).

2.2.5 Ministry of Natural Resources and Tourism Medium Term Strategic Plan

The Ministry of Natural Resources and Tourism (MNRT) is charged with the responsibility of ensuring sustainable conservation of natural and cultural resources, and developing a responsible tourism industry by involving all stakeholders. The MNRT Medium Term Strategic Plan provides for an important framework for the MPRU Strategic Plan. Important priorities/issues in the MNRT Strategic Plan, which need to be addressed by the MPRU Strategic Plan, are:

- Development and management of marine resources
- Preservation of marine resources
- Protection of marine resources
- Research and information management related to protected marine resources
- Sustainable utilisation of marine protected resources
- Revenue generation from marine protected resources

2.2.6 Related National and Regional Initiatives

MPRU needs to work in collaboration and in coherence with other national and regional initiatives targeting the conservation and sustainable use of fragile marine resources and eco-systems in Tanzania. Major initiatives are briefly reviewed herein in order to highlight relevant achievements, opportunities and issues.

UNDP/GEF MNAZI BAY-RUVUMA ESTUARY MARINE PARK PROJECT CONSERVATION INITIATIVES

The Project provides support for the development of a multi-purpose Marine Protected Area around the globally significant marine biodiversity values of the Mnazi Bay and Ruvuma Estuary areas in southern Tanzania. It places great emphasis on biodiversity conservation and sustainable use of marine resources by communities in and around the marine park. The UNDP/GEF and French Government are the financiers of the four and half year project which took off in April 2002.

The project is divided in two phases namely; set up phase and implementation phase. The principle task of the set up phase was the development of participatory General Management

Plan (GMP). The implementation phase aimed at testing, reviewing and finalizing the GMP. Key areas of the project are:

- Participatory Planning and Protected Area Conservation and Management component
- Sustainable Resource Use and Livelihoods component
- Capacity Building component
- Project Monitoring and Evaluation (M & E)

RUFJI-MAFIA-KILWA SEASCAPE / EASTERN AFRICA MARINE ECO-REGION

WWF being one of the MPRU partners has changed its approach from species conservation to large-scale biodiversity management. In so doing emphasis has been placed on marine eco-regional approach termed as WWF's Eco-region (Global 200). The Eastern African Marine Eco-region (EAME) is among the 230 world eco-regions and is one of the 10 marine eco-regions to whose special focus towards preservation of biodiversity is being developed. EAME is an area within the West Indian Ocean stretching from southern Somalia to the Natal shore of South Africa.

In Tanzania the Mafia Rufiji and Mtwara Quirimbas complexes have been identified as sites of global significance requiring special attention. To start with the Rufiji-Mafia-Kilwa site has been developed as a single project known as the Rufiji-Mafia-Kilwa Seascape Project.

TANZANIA COASTAL MANAGEMENT PARTNERSHIP

The Tanzania Coastal Management Partnership (TCMP) was formed in 1997. It is a cooperative initiative between Governments of Tanzania through the National Environment Management Council (NEMC) and America through United States Agency for International Development (USAID) and the University of Rhode Island's Coastal Resources Centre (UR-CRC).

The project spearheaded the development of the National Integrated Coastal Environment Management Strategy (2003) of which MPRU played an active role.

MARINE AND COASTAL ENVIRONMENT MANAGEMENT PROJECT

The Marine and Coastal Environment Management Project (MACEMP) is a 6 year project (2005-2010) for the United Republic of Tanzania with a focus on strengthening the sustainable management and use of exclusive economic zone, territorial seas, and coastal resources resulting in enhanced revenue collection, reduced threats to the environment, better livelihood for participating coastal communities living in the coastal districts, and improve institutional arrangement. MACEMP is committed to provide the means for effective implementation of the network of marine manage areas and marine protected areas. To this end, there is clear role to played by MPRU as an institution that is capable of participating effectively in the implementation of important undertaking.

SADC REGIONAL MONITORING, CONTROL AND SURVEILLANCE (MCS) OF FISHING ACTIVITIES

The implementation of SADC-MCS Project started among member countries (Angola, Mozambique, Namibia, South Africa and Tanzania) in January, 2001. It is scheduled to come to an end in January 2006. Marine and Coastal Environment Management Project (MACEMP) will take over MCS activities by supporting marine protected areas and MCS training course.

MANAGEMENT OF NATURAL RESOURCES PROGRAMME (MNRP)

Since 1994, the Ministry of Natural Resources and Tourism (MNRT) with the support of the Royal Government of Norway through NORAD has initiated a massive programme to sustainably manage its natural resources. The programme comprising 13 projects including Mafia Island Marine Park (MIMP) encompasses wildlife, forestry, mangrove, beekeeping and fisheries sectors.

KINONDONI INTEGRATED COASTAL AREA MANAGEMENT PROGRAMME (KICAMP)

KICAMP is an integrated coastal area management programme implemented by the Kinondoni Municipality, with a focus of improving the municipality's capacity to manage the utilisation of natural resources along its coast on a sustainable basis. The programme also is geared at stimulating awareness of coastal and marine issues. KICAMP's area overlaps the Dar es Salaam Marine Reserve, thus complementing conservation effort in the area.

CONSERVATION OF CULTURAL HERITAGE SITES IN TANZANIA

The Antiquities Department is responsible for the conservation and management of historical sites, monuments and finds of paleontological, archaeological, historical and natural interest.

At present the department has a particular focus on the heritage of the Tanzanian coast. Presently several projects are under development. They include:

- The conservation programme at the Kilwa Kisiwani and Songo Mnara World Heritage Site.
- Mikindani Historic Town Conservation and Development Project
- The Conservation, Development and Management Project at Bagamoyo
- Plans for conservation and development of the cultural heritage of Mafia
- The development of the Bagamoyo Slave Route project

TURTLE AND DUGONG CONSERVATION PROGRAMME

Turtle and Dugong Conservation Programme (TTDCP) was initiated on Mafia Island and its associated island in collaboration with Mafia Island Marine Park, District Natural Resource Office with funds from WWF and Borne Free Foundation. TTDCP, a voluntary organisation was launched in January 2001 in Mafia District. The scope of the programme was expanded to include the entire Tanzanian coastline in April 2004. The overall goal is to promote conservation of turtles and dugongs (and other marine mammals), and their habitats, in Tanzania and the Western Indian Ocean (WIO) region. It also aims at enabling stakeholders to develop the skills and capacity to participate in improved decision-making about conservation, ownership and management of the coastal and marine environment for their benefit.

NATIONAL SEA TURTLE CONSERVATION COMMITTEE

The National sea turtle conservation committee was established by the Director of Fisheries to act as a National watchdog for the conservation of Sea Turtle. The committee has membership from both Zanzibar and mainland. The MPRU is a member. The committee is part of the implementation of the Non-binding Memorandum of Understanding (MoU) on conservation and management of marine turtles and habitats of the Indian Ocean and South-East Asia (IOSEA).

TANZANIA WETLANDS

The convention on wetlands is an intergovernmental treaty popularly known as Ramsar convention. The convention's mission is to encourage the wise use of wetlands through national action and international co-operation as a means to achieve sustainable development. Currently, Tanzania has three designated Ramsar sites. They are Malagarasi - Moyowosi swamps in western Tanzania, Lake Natron and Kilombero Valley floodplain.

In 2003 while assessing the Songo Songo Archipelago Mafia Island Rufiji Delta complex it was found out that the area met the criteria for Ramsar site. Initial processes are being done to gazette the area as the first Ramsar site in marine environment. The area was found to contain three globally threatened wetland ecosystems including coral reefs, mangroves and sea grass beds.

TANGA COASTAL ZONE CONSERVATION AND DEVELOPMENT PROGRAMME (TCZCDP)

This programme was established in 1994 to promote conservation and sustainable use of marine and coastal resources along Tanga coastal districts. The programme addresses critical marine and coastal environmental issues at both district and village levels. Through this programme communities developed fisheries management plans in their respective areas. One plan encompasses Maziwe Island Marine Reserve in Pangani.

MPRU has developed MoU with Pangani District Council through TCZCDP on the conservation of the reserve. The District and communities are providing the human resources and a boat while MPRU is contributing fund to run the boat, support core conservation activities such as; monitoring, enforcement/compliance, awareness creation campaigns, collecting reserve user fees, guide and control visitation.

TRANS-FRONTIER CONSERVATION INITIATIVES

This is an initiative to develop a Transboundary natural resources management regime to conserve the Lake Nyasa basin biodiversity involving the three countries sharing Lake-Malawi, Mozambique and Tanzania. MPRU is the National focal point of the initiative.

The UNDP/GEF Mnazi Bay Ruvuma Estuary Marine Park Project has also identified a need to have Trans-boundary protected area with Mozambique, linking the Marine Park with a similar protected area across the border.

It is recommended that the whole Ruvuma River Estuary and the Northern part of Mozambique be placed under an environmental management regime rather than just the Tanzanian half due to the natural linkages in the system. There is thus the need for an environmental management plan for the whole area.

This has also been raised as a potential activity with the Mtwara Development Corridor project and would involve Tanzania and Mozambique. The project has recognized the potential negative impacts of upstream activities on the health of the Marine Park and therefore there is a need for the trans-frontier. Subsequently, the formulation of Trans-frontier initiative would link a wider tourism development strategy for the southern Tanzania and Northern Mozambique.

TRANS-BOUNDARY NETWORK OF MARINE PROTECTED AREAS FOR INTEGRATED CONSERVATION AND SUSTAINABLE DEVELOPMENT: BIOPHYSICAL, SOCIO-ECONOMIC AND GOVERNANCE ASSESSMENT IN EAST AFRICA (TRANSMAP)

The goal of the TRANSMAP project is to develop scientific knowledge for the creation of trans-boundary networks of MPAs in the East African Region that would relate to type, size

and location of reserves, which together can maintain ecological functions, resource uses and future socio-economic development.

The project is of a three-year duration from February 2005 with funding from the European Union (EU). It is implemented in three countries namely; Tanzania, Mozambique and South Africa. In Tanzania, it is implemented in the Mnazi Bay-Ruvuma Estuary Marine Park.

NATIONAL COELACANTH COMMITTEE

Tanzania is a member of the Regional African Coelacanth Ecosystem Programme (ACEP). This programme is a Regional initiative that involves six countries bordering the Indian Ocean, namely South Africa, Madagascar, Comoro and Mozambique. The Programme aims at fostering Regional and International collaboration within the Western Indian Ocean Region (WIO) by conducting a joint fisheries research programme to support management and conservation endeavor. The coelacanth is being used as an icon for marine research and has opened up opportunities for joint regional research, capacity building, environmental education, conservation and management of marine resources. MPRU is the Secretariat of The National Coelacanth Management Committee.

2.3 Key Opportunities and Threats

The strategic context of MPRU is presenting important opportunities and threats that are relevant to the Strategic Plan development and implementation process.

Opportunities

- People are increasingly becoming more aware of environmental issues and are willing to participate in environmental conservation activities
- There is good room for more involvement of local authorities in conservation initiatives
- There is good opportunity for creating partnerships with other stakeholders on matters related/relevant to MPAs
- Liberalization and privatisation has created increased opportunities for the MPAs
- There are increasing opportunities for collaboration/partnership between public and private sectors
- Strategic planning culture in the Ministry of Natural Resources and Tourism offers a conducive environment for implementation of MPRU plan
- Emergence of large projects such as MACEMP is timely for the implementation of this strategic plan
- There are many potential marine and coastal areas which merit formal protection and tourism development
- Existing national policies, strategies and programmes in favour of conservation of marine and coastal environment
- International treaties and initiatives that call for coastal states and countries to increase areas of aquatic habitat under protection
- The ever-evolving technological advancement in information technology will facilitate easier communication and management
- Increased political will and commitment in support of Marine Parks and Reserves
- Positive attitudes towards marine parks activities
- Potential exists for Government and Donor funding

Threats

- Conservation interests/efforts are sometimes hindered by political and commercial interests
- Donor dependency for financial support coupled with limited and dwindling government funds to support MPRU activities
- The conflicting interest between conservation and economic needs

- Insufficient research and monitoring activities to support MPA protection and management
- Community support for and participation in management activities may decline
- Cooperative arrangements between communities and MPRU may break down
- Low level of awareness among communities and misconception about the objectives, roles and functions of MPRs
- Increased human population and dependency on resources within MPA
- Natural disasters such as hurricane, coral bleaching and others could undermine conservation efforts
- Environmental degradation resulting from pollution or inappropriate development along the coast and close to MPR
- Poverty among communities enhances encroachment and illegal and unsustainable exploitation of natural resources in MPA
- Inadequate tourism support infrastructure
- Inadequate integration among different sectors

3. MPRU CAPACITY AND PERFORMANCE

The strategic plan has also built on the strengths of the MPRU and addresses critical weaknesses and constraints facing the Unit. This Section has therefore provided a summary of the internal situation of the Unit, highlighting the major strengths and constraints.

Marine Parks and Reserves (MPRs) provide protection of the Marine ecosystem, educational and tourist destination. An effort towards promoting collaborative management and cooperation among user communities, local government authority, non-governmental organizations and private sector agencies to contribute and share responsibility in the management of the protected areas has been initiated. The goal is to provide an opportunity for the public and local communities to participate in the protection and conservation of marine protected areas.

A review on the sustainable management and administration of Marine Parks and Reserves (MPRs) in Tanzania conducted in 1998 revealed that Marine Parks and Reserves have an immense potential to contribute to the nation and uplift the life, social and the economic well being of local communities.

3.1 MPRU Enabling Environment

(a) Partnership

The MPRU as a young organisation has within a short span of its existence managed to establish a number of partnerships with other Institutions within and outside the region. Such ties include formal arrangements with some partners such as; UNDP, IUCN, WWF, FAST-UDSM, IMS, SAIAB, NORAD, encouraged formation of community conservation groups and established good working relationship with some District councils notably, Pangani District Council. Despite working with our partners without formal agreements, initiatives have been undertaken to secure formal treaties.

The MPRU is therefore working very closely with different local, national and international institutions/agencies in the implementation of a number of overlapping areas of interest that will likely lead to a working partnership and co-financing of activities with respect to MPRU. Through partnership there have been opportunities to share experiences gained and disseminate some lessons learnt for effective and efficient management of the Institutions as well as resources.

(b) Leadership

Although the MPRU organisational structure is well defined through its existing structure specifying the roles, duties and responsibilities of staff and stakeholders in implementing targeted objectives, there are some few ambiguities in the structure which need to be rectified notably the reporting relationship at the apex level of the MPRU. These rectifications need to be undertaken concurrently with the review of Act. 29 of 1994 which established marine parks and reserves.

Teamwork spirit is highly emphasised by top leaders who participate in the process of determining vision, mission and behaviours and setting up priorities that favour reviewing performance to improve the organisation.

(c) Resources

Finance

The core activities of the MPRU are financed from the Government budget. However, with the increased competitiveness with equally important national activities, resources from the Government to the MPRU are not enough. Within the MPRU legislation the mechanism has been put in place to enable MPRU to generate own income instead of relying on the Government. The money generated is retained in the MPR Conservation and Development Trust Fund.

The internally generated funds are from user fees in the form of entry fee charged for visitation and concession fee for operating public services in the Marine Parks. CDTF aimed at supporting community conservation activities for people residing within the vicinity of Park/Reserve wherever possible. The bulk of funding however has been coming from development partners in the form of grants and donations. There is a room for exploring other revenue sources for Marine Parks and Reserves to finance conservation activities. All the funds are spent in accordance with the public and financial procedures and in some instances as per donor requirement. The Board of Trustees for Marine Parks and Reserves controls the expenditures. The Controller and Auditor General audits MPR accounts annually.

Buildings and Equipments

The MPRU Head office is housed in its own building located at Olyimpio, Upanga in Dar-es-Salaam. Equally the Mafia Island Marine Park (MIMP) has its own office, staff houses, workshop and community centre. The Mnazi Bay - Ruvuma Estuary Marine Park (MBREMP) is currently housed in temporary offices based in Mtwara Town. Plans are underway to develop a permanent base for MBREMP at Ruvula Peninsula within the Park area. A similar plan exists for the Dar-es-Salaam Marine Reserves.

Equipments owned by MPRU include boats, vehicles, motorcycles, boat engines, computers, and office furniture and communication facilities. However, there is still a shortage of working equipment at MPRU head office, Dar Marine reserve, MIMP and MBREMP.

Technology and Information

The MPRU is striving to adopt the technology, which is currently available in the domestic and International markets based on the existing needs. MPRU head office, MIMP and MBREMP offices are equipped with some modern equipment such as; computers, radios, wire less Internet service gadgets to facilitate easier sharing of information (communication) and to meet up management purposes. However the available equipment is not sufficient to meet the pressing need to establish database and GIS units at headquarters and in out post offices for better information management.

(d) Processes

Processes entail the mechanism on how the organisations management reacts and performs to produce output and achieve targets. The process emphasises proper planning, effective, efficiency and adaptive management to improve productivity and quality of the work. In order to guide processes and improve performance, MPRU developed annual action plans including budgets and regulations. Client service charter and reviews of the existing processes are underway.

Staff, local communities and other key stakeholders including local and International organisations implement MPRU programmes and action plans. MPRU is therefore playing an active role in awareness creation, sensitisation, capacity building, and support to conservation initiatives.

As far as quality control is concerned MPRU is striving to maintain and control qualities of services and products delivered by its Staff, through adoption of appropriate and advanced technology to meet the standard of the available markets for the benefit of Institution, stakeholders and the nation at large.

(e) Policy and Strategies

The vision, mission and operations of MPRU are guided by national policies as developed and set out by the Ministry of Natural Resources and Tourism (MNRT) and the Environment Division under the Vice President's Office. These include; Fisheries, Wildlife, Tourism, Antiquities, Environment, Forestry and Beekeeping policies.

Despite the implementation of the policies and strategies as guidance towards the institutional achievements, MPRU still needs to play a big role to integrate the existing environmental and conservation related policies in its daily operations. This involves establishment of forums to enhance regular interactions with its stakeholders and customers in order to disseminate information on policy changes to allow adoption of lessons learnt and experiences gained for effective, efficient and accountable management.

(f) Staff

The MPRU's policy is to employ staff as and on need basis. The organisation has a small number of staff that is highly qualified, competent, motivated and well placed to deliver the intended institutional goals. MPRU has 43 employees of different cadres. The Institution is expecting to employ 15 more staff in the fiscal year 2005/06. Presently the Institution has set in motion a major review of its organisation structure, scheme of service and manning levels. The aim of the exercise is to come up with clear job descriptions, attractive remuneration, and devise appropriate disciplinary actions for staff misconduct and indiscipline. The exercise also would identify vacant positions, which need to be filled.

Although MPRU is a semi autonomous Institution, the staff are working under regulations and guidance issued by the Government through the Civil Service Department. These set of rules have been supplemented by MPRU staff regulations, which were developed by the Board of Trustees (BoT) for Marine Parks and Reserves and approved by the Treasury Registrar.

3.2. MPRU Business Results

(a) Society/Key Stakeholders Results

The management approach inherent in MPR is participatory as enshrined in the philosophy of the Marine Parks and Reserves Act No. 29 of 1994. Under this approach MPRU has evolved co-management arrangements with key stakeholders including; local community-the main resource users, District and Government authorities. All stakeholders are involved at different levels of management such as; decision making, implementation, cost and benefit sharing, monitoring and evaluation.

In order to join efforts and strengthen involvement of different groups of stakeholders, the

Act establishes a statutory mechanism from the grass root to national level with emphases on broad base representations of the relevant key stakeholders and gender. The statutory organs include Village Liaison Committees in all villages within the Park areas, Marine Park Advisory Committees and BoT. Through this Institutional framework, communication within and outside the MPRU on decisions made at various management levels as well as feedback on its performance from operation areas is simplified.

(b) Customer Results

MPRs are found in some areas along the coast. Due to this fact most of Marine Parks and Reserves customers are found in coastal areas and from outside the country. They comprise local communities, marine resource user, investors and tourists. The existing challenge is to meet customer requirements especially local communities whose livelihoods are solely dependent on the park or reserve resources.

(c) Performance and remuneration

The existing situation of MPRU staff working under the conditions set out by the Civil Service Department limits the efforts of the organisation to provide high motivation to its staff. The MPRU has put in place a mechanism of communicating and getting feedback from staff and other stakeholders for effective and efficient management. They include staff/management meetings, field visitation, planning and reviewing progress reports; and other internal means of communication.

3.3 Strengths and Weaknesses

The stakeholders involved in the planning process made a thorough review of the strengths and weaknesses of the MPRU. The cores ones are summarized in Table 3.1 on the next page.

Table 3.1:
MPRU Strengths and Weaknesses

	Strengths	Weaknesses
Legal Framework, Plans, Organization and Management		
Legal framework, organisation and management.	<ul style="list-style-type: none"> MPRU established by Act # 29 of 1994 MPRs are established in accordance with the Act Presence of GMP in the existing Marine Protected Areas 	<ul style="list-style-type: none"> Some ambiguities in the MPR Act Inadequate autonomy as provided by the Act Conflicting/overlapping mandates of the institutions in the Act. There are emerging issues which need to be reflected in the Act e.g. management of beaches and small islands, protection of fresh water biodiversity.
	<ul style="list-style-type: none"> MPRU structure is in place MPRU is already functioning 	<ul style="list-style-type: none"> MPRU structure is yet to be reviewed though it has been shown to have a number of crucial weaknesses such as dual reporting relationship and an unclear chain of command
	<ul style="list-style-type: none"> Committed BoT, management and staff 	<ul style="list-style-type: none"> Inadequate skills in planning, management and monitoring of MPRs
	<ul style="list-style-type: none"> Participatory management style Openness and transparency. 	<ul style="list-style-type: none"> Lack of awareness and appropriate outreach programmes
	<ul style="list-style-type: none"> Existing draft of Marine Parks regulations 	<ul style="list-style-type: none"> MPRU Operational Policies and Procedures not yet in place.
Capacity	<ul style="list-style-type: none"> There are competent staff in some of the relevant disciplines 	<ul style="list-style-type: none"> Inadequate number of skilled staff Inadequate strategies/modalities to identify and engage human resources in partner institutions to complement existing MPRU capacity Lack of a framework to engage voluntary and honorary staff
	<ul style="list-style-type: none"> Positive attitude towards the existence of MPRU 	<ul style="list-style-type: none"> Inadequate innovative approaches.
Financing and Sustainability		
Financial management, financing sources, accounting and recording systems	<ul style="list-style-type: none"> Financial regulations in place There is room to improve efficiency by computerising the financial management system Qualified accounts/finance staff 	<ul style="list-style-type: none"> MPRU Finance specific system not in place Financial control system not computerised Inadequate capacity in fund mobilization Inadequate number of finance/accounts staff
	<ul style="list-style-type: none"> Chances of generating income from emerging investment opportunities are high 	<ul style="list-style-type: none"> Lack of guidelines for investments in MPR Narrow based sources of revenue generation
	<ul style="list-style-type: none"> System in place in other units that can serve as a model 	<ul style="list-style-type: none"> MPRU is yet to establish a computerised accounting and recording system

	Strengths	Weaknesses
Markets and Marketing		
Needs assessment / market research	<ul style="list-style-type: none"> Initial needs assessment to be done soon Existing marine parks/reserves are a new tourism product and can be packaged into National Tourism Master Plan 	<ul style="list-style-type: none"> Comprehensive market research has not been done MPRU does not have a business plan Tourism management plan within parks and reserves not in place
Linkages and Relationships		
Internal relationships and partnerships	<ul style="list-style-type: none"> Some linkages with local, national and international institutions exist 	<ul style="list-style-type: none"> Not formalised / institutionalised, and uncoordinated linkages, mostly depend on the individual personalities.
Conserve biodiversity, Cultural Resource and Ecosystem processes		
Establishment of MPR	<ul style="list-style-type: none"> Two marine parks and five reserves have been established to date Uninhabited small islands sensitive critical habitats are <i>de facto</i> MPA Legal frame work and institutional mechanism in place Involvement of communities in establishing and managing MPR is mandatory Communities derive benefits from conservation activities 	<ul style="list-style-type: none"> Unsystematic approach in establishing marine parks and reserves Negative impact of tourism and other economic activities in the parks Excessive demand and exploitation in the parks Inadequate knowledge of current management practices of the marine parks and reserves Inadequate research and monitoring activities relevant to the establishment of MPRs Inadequate mechanism to promote private sector participation in parks management Inadequate mechanism to engage private sector to support sustainable conservation activities within MPR's Inadequate mechanism to resolve conflicts within MPR's. Unfocused and non targeted outreach materials to local communities and other key stakeholders
Participation of stakeholders		

4. KEY RESULT AREAS AND STRATEGIC ISSUES

This chapter and chapter 2 which evaluates the relevant strategic external environment and chapter 3 which analyses MPRU's present capability and performance have identified major strategic issues which will be addressed through implementation of the Strategic Plan for 2005/06 – 2009/10.

MPRU sets out to address critical issues in the following Key Results Areas (KRAs):

- Legal Framework, Organisation and Management
- Conserve Biodiversity, Cultural Resources and Ecosystem processes
- Financial Mobilisation, Accountability and Sustainability
- Information, Education and Communication
- Research and Monitoring

The issues under each KRA are listed below:

KRA 1: Legal Framework, Organisation and Management

Legal

- Conflicting/overlapping mandates of the institutions in the Act.
- There are emerging issues which need to be reflected in the Act e.g. management of beaches and small islands.

Some ambiguities in the current MPR Act:

- Inadequate autonomy to the MPRU as provided by the Act
- The distinction between MP and MR needs to be better clarified in the Act
- Extension of MPRs to cover fresh waters
- Being responsive to international treaties on MPR
- The Act needs to provide for the establishment of network of MPAs and Transborder MPAs

Organisational structure

- Confusion on reporting relationships
- Unclear chain of command

Management and Facilities

- Inadequate skills in planning, management and monitoring of MPRs
- Inadequate strategies/modalities to identify and engage human resources in partner institutions to complement MPRU efforts
- Lack of staff training programme
- Lack of provision to engage voluntary and honorary staff
- Need for systematic management of business processes
- Lack of business plan to guide the operational activities of MPRU
- Inadequate working facilities and office accommodation
- Tourism management plan within parks and reserves not in place

KRA 2: Conserve Biodiversity, Cultural Resources and Ecosystem processes

- Unsystematic approach in establishing marine parks and reserves
- Negative impact of tourism and other economic activities in the parks
- Excessive demand and exploitation in the parks
- Inadequate to knowledge of current management practices of the marine parks and

reserves

- Inadequate research and monitoring activities relevant to the establishment and maintenance of MPRs
- Inadequate mechanism to promote private sector participation in parks management
- Inadequate mechanism to engage private sector to support sustainable conservation activities within MPRs
- Inadequate mechanism to resolve conflicts within MPRs
- Unfocused and non-targeted outreach materials to local communities and other key stakeholders

KRA 3: Financial Mobilisation, Accountability and sustainability

- MPRU Finance specific system not in place
- Financial control system not computerised
- Inadequate capacity in fund mobilization
- Inadequate number of finance/accounts staff
- Lack of guidelines for investments in MPR
- Narrow based sources of revenue generation
- MPRU is yet to establish a computerised accounting and recording system

KRA 4: Information, Education and Communication

Public awareness

- Inadequate outreach programmes
- Need for regular updating of the Website
- Lack of a Client Service Charter
- Poor sensitisation and rewarding of stakeholders

Education

- Inadequate skills on conservation, monitoring and evaluation

Communication

- Lack of database
- Insufficient documentation and publication

KRA 5: Research and Monitoring

- Need to establish database on marine resources and related socio-economic data
- Need to develop research agenda and identify priority areas
- Need for capacity building in terms of personnel, communication and infrastructure for conducting research and monitoring
- Need for enhancement of research links and collaboration
- Need for monitoring of resources and social economic conditions (HIV/AIDS, Livelihood) and updating the database accordingly
- Need to ensure the dissemination of research and monitoring findings
- Need to ensure the utilisation of information from research and monitoring to improve the management of MPRs.

5. VISION, MISSION, FUNCTIONS AND PRINCIPLES

MPRU is a public service institution whose business is the conservation of fragile marine environment for improved quality of life of Tanzanian people and global fraternity. *The Strategic Plan for 2005/06 – 2009/10* aims at creating a future defined and guided by MPRU statements of vision, mission, functions, values and principles.

5.1 Vision

The Vision of MPRU is:

Marine Protected Areas in Tanzania become the joy and pride for all.

5.2 Mission

MPRU's Mission is:

To establish and manage Tanzania's marine protected areas for sustainable use.

5.3 Motto

MPRU shall be guided by the following theme/motto:

Let us share the gift of nature together

5.4 Functions

- To protect, conserve, and restore the species and genetic diversity of living and non-living marine resources and the ecosystem processes of marine and coastal areas.
- To stimulate the rational development of under utilised natural resources.
- To manage marine and coastal areas so as to promote sustainability of existing resource use, and the recovery of areas and resources that have been over exploited or otherwise damaged.
- To ensure that villages and other local resident users in the vicinity of, or dependent on a marine park or marine reserves are involved in all phases of the planning, development and management of the marine park or marine reserve, share in the benefits of the protected area, and have priority in the resources use and economical opportunity afforded by the establishment of the Marine Park or reserve.
- To promote community oriented education and dissemination of information on conservation and sustainable use of the Marine Parks and Reserves.
- To facilitate research and to monitor resource conditions and uses within the Marine Park and Reserves.

5.5 Values

The work and conduct of MPRU is informed and influenced by fundamental values, which are evident in all activities of The Tanzanian Government. MPRU will strive to achieve its goal and meet the principles of best values and management principles developed for the entire Public Service as part of the PSRP. These values describe how we intend to operate and are a key to our day- to- day decisions, attitudes, conduct and strategies and policies.

Core values:

- Marine and coastal resources are conserved for sustainable development.
- Communities are involved and fully *participate* in the management and conservation of marine and coastal resources.
- Management of Marine Protected Areas (MPAs) and delivery of high quality services from them is carried out efficiently.

Other values:**Pursuit of Excellence in Service**

MPRU personnel will strive to achieve the highest standards in their work and to actively look for opportunities to improve on those standards.

Loyalty to Government

MPRU personnel will loyally serve the duly elected Government of the day and will abide by the lawful instructions of the Ministers and senior managers to the best of their ability.

Diligence to Duty

MPRU personnel will attend regularly during their hours of duty and will devote themselves wholly to their work during this time.

Impartiality in Service

MPRU personnel will neither engage in political activities at place of work, nor allow their personal political views to influence the performance of their duties.

Integrity

MPRU personnel will not seek or accept gifts, favours or inducements, financial or otherwise, in the fulfilment of their duties. Nor will they offer gifts, favours or inducements. They will not use public property or official time for their own private purposes. They will not use information acquired in the course of their official duties for personal gain.

Courtesy to All

MPRU personnel will treat their clients and colleagues with courtesy. MPRU personnel will regard themselves as servants of the people, and will be particularly considerate when dealing with vulnerable members of the public, such as the elderly, the poor, the sick and people with disabilities and other disadvantaged groups in the society.

Respect for the Law

MPRU personnel will not commit any unlawful act in the course of their duties, nor will they instruct or encourage any other person to do so. If a public servant is asked or directed to commit an unlawful act, he or she will refuse to comply, and report the matter to his or her superior. If no action is taken, the public servant concerned has a duty to report the matter in person to the head of his or her organisation and, if necessary, directly to the Head of Public Service in person.

Proper use of Official Information

MPRU personnel will not withhold information that the public has a right to know, or information which is needed by Ministers or other public servants. On the other hand, they will be barred to divulge or misuse confidential information.

5.6 Principles

- In the management of operations, MPRU will be guided by the following principles:

Results-oriented: Performance in MPRU will be appraised and rewarded on the basis of outputs and outcomes achieved and not on inputs.

- **Mission-driven:** The mission and objectives of MPRU will be the basis of all important decisions and not mere compliance with its rules, regulations and standing orders.
- **Client-focus:** The goals and operations of MPRU will focus on meeting the needs of the beneficiaries of its services (clients). Thus the organisation and its employees will avoid self-interest and bureaucratic behaviour.
- **Participatory-orientation:** The MPRU will promote the participation of its community and clients, and continuously seek to empower the community for self-development.
- **Strategic-orientation:** Strategic planning, budgeting, and management techniques will be standard practice in MPRU.
- **Value-for money concern:** The quest for cost-efficiency and effectiveness will prevail throughout the operations of the Unit.
- **Innovativeness:** The MPRU will continuously search for quality-enhancing and costs-saving techniques and technologies in its operations.
- **Monitoring and evaluating:** The MPRU will institute systems and mechanisms to continually monitor and evaluate performance, and to anticipate problems and solutions.
- **Catalysing and facilitating development:** The MPRU will play the deliberate role of promoting and enabling the stakeholders to maximise its contribution in the delivery of quality services in marine parks and reserves for the benefit of the people of this country.
- **Decentralising:** With due concern for cost-effectiveness, MPRU will seek to enable and empower MPR to increasingly assume direct responsibility and authority for delivery of services.

6. STRATEGIC PLAN MATRIX: 2005/06 – 2009/10

This Chapter presents the main strategic initiatives/outputs to be implemented/achieved by MPRU in the five-year period of 2005/06 – 2009/10. These are defined as the main output targets at the institutional level. It is, however, understood that the office responsible for coordinating the implementation of the plan will in turn prepare a more detailed *annual* implementation action plan which will inter alia indicate in detail the activities necessary to realise a given output and assign the respective actions to all relevant offices of MPRU for implementation. It is also expected that only activities, which have been linked to the most likely resources, will be included in the annual implementation plans. Those outputs or activities for which resources are not foreseen to be available will be deferred and taken up as part of the rolled strategic plan. But, it should be mentioned that even if an activity will not be implemented for lack of resources, at least actions to mobilise the necessary resources should be included in the current annual action plan.

6.1 Strategic Goals

In the five-year period of 2005/06 – 2009/10, MPRU will pursue the following strategic objectives:

- Create an enabling environment for smooth operations of MPRU
- Conserve Biodiversity, Cultural Resources and Ecosystems processes
- Improve financial Mobilization and Management
- Improve Information, Education and Communication
- Facilitate Research and Monitoring of Resource and Socio-economic Conditions.

6.2 The Plan Matrix

Table 6.1 below shows the five-year strategic plan matrix of MPRU, indicating the major targeted outputs for each goal with the requisite strategies/activities.

Table 6.1: Strategic Plan Matrix

KRA 1: LEGAL FRAMEWORK, ORGANISATION AND MANAGEMENT

Strategic Goal	Targets (Strategic Objectives)	Activities (Strategies)	Responsibility	Key Performance Indicators
An enabling environment for smooth operation of MPRU created	The 1994 MPR Act Reviewed	<ul style="list-style-type: none"> • Review of the Act with stakeholders involvement by December 2006 • Review of the existing regulations to meet the requirement of the revised Act • Prepare regulations to implement the revised Act in both English and Swahili • Translate revised Act into Kiswahili. • Distribute revised Act and Regulations to key stakeholders. • Conduct awareness campaigns of revised Act to key stakeholders. 	PMMAO PMMAO PMMAO PMMAO CIW	<ul style="list-style-type: none"> • Draft amended bill submitted to the Ministry • New Act in place • New/reviewed Regulations in place • Translated copies in Kiswahili in place • Number of copies of the revised Act and Regulations distributed • Number of awareness meetings and workshops
	Improve Organizational Structure of MPRU	<ul style="list-style-type: none"> • Review the Organization Structure by December 2005 • Establish manning level • Review scheme of service of MPRU • Recruit personnel to fill in vacant positions 	PMMAO PMMAO/FMO PMMAO	<ul style="list-style-type: none"> • Reviewed Organization Structure in place and key positions manned by end of 2007
	Improve Management Efficiency and Effectiveness	<ul style="list-style-type: none"> • Develop, review and operationalise Policies and Procedures so as to maintain a conducive working environment by December 2005 • Identify training needs and put up a training programme by June 2006 • Review the staff performance appraisal system by June 2006 • Develop mechanism to engage volunteers and honorary staff in the management of MPR's by Dec 2006 	PMMAO/PW PMMAO PMMAO CMCO	<ul style="list-style-type: none"> • The number of required policies and procedures put in place • Training Programme in place and implemented • Staff appraisal system in place and in use. • System in place and operational

Continues ...

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Strategic Goal	Targets (Strategic Objectives)	Activities (Strategies)	Responsibility	Key Performance Indicators
		<ul style="list-style-type: none"> Develop MPRU business plan through stakeholders involvement by December 2005 	PW	<ul style="list-style-type: none"> Business plan in place and is being implemented accordingly
		<ul style="list-style-type: none"> Develop plan of operation for each MPR 	WIC's	<ul style="list-style-type: none"> Plan of operation for each MPR in place and implemented annually
		<ul style="list-style-type: none"> Identify and procure critically needed working facilities by Dec, 2006 	CMCO/PMMAO	<ul style="list-style-type: none"> Key working facilities procured

KRA 2: CONSERVE BIODIVERSITY, CULTURAL RESOURCES AND ECOSYSTEM PROCESSES

Strategic Goal	Targets (Strategic Objectives)	Activities (Strategies)	Responsibility	Key Performance Indicators
Well established and maintained MPR's	Newly established marine protected area properly guided	<ul style="list-style-type: none"> Develop guidelines and procedures for establishment of new MPR's. Train staff and key stakeholders on the use of the guidelines to ensure effective establishment process Facilitate use of MPA guidelines in establishing new conservation areas outside MPR's mandate Conduct regular review of the guidelines 	CMCO/PW	<ul style="list-style-type: none"> Guidelines and procedures in place by June 2006 Number of trained staff and stakeholders Number of new MPA established as per guidelines Guidelines up dated by Dec 2008

Strategic Goal	Targets (Strategic Objectives)	Activities (Strategies)	Responsibility	Key Performance Indicators
	To protect biodiversity, critical and species-rich habitats, cultural resources and ensure aesthetical values of MPR's are maintained	<ul style="list-style-type: none"> Develop guidelines and procedures for development of GMP Develop GMP for each Marine Park and Reserve Develop issue or species specific management plans i.e tourism management plan Create and apply modalities and strategies to improve compliance and enforcement. Demarcate and raise awareness of boundaries to become known to key stakeholders Maintain and service regularly MPR boundary markers 	PW PW CMCO/WIC CMCO/WIC CMCO/WIC/CIW CMCO/WIC	<ul style="list-style-type: none"> Guidelines in place and in use GMP's for each Marine Park and Reserve in place and implemented Issue/species specific management plan/zone for each Marine Park or Reserve in place and implemented Compliance and enforcement strategies in place and implemented Equipments and facilities for effective enforcement are in place and efficiently used MPR's boundary beacons or mark buoys in place and monitored. Number of maintenance service performed to MPRs boundary markers annually

Strategic Goal	Targets (Strategic Objectives)	Activities (Strategies)	Responsibility	Key Performance Indicators
	Initiatives aimed at reducing conflicts promoted	<ul style="list-style-type: none"> Develop conflict management mechanism Respect traditional and cultural framework of local community while challenging their environmental validity Develop negotiation and value appreciation skills Develop co-ordinated and effect extension programs targeting different groups of stakeholders Create forum-enabling stakeholders to meet regularly. MPRU in collaboration with other sectors to support social activities that are in keeping with conservation objective as specified in District Action Plans Develop mechanism for cost-benefit sharing 	CIW WIC/TW WIC/TW WIC/TW WIC/TW PPW PPW	<ul style="list-style-type: none"> Conflict resolution mechanism in place and operational Extension programmes in place and implemented Number of sensitisation campaigns and number of community people reached Number of supported socio-economic activities Cost-benefit mechanism sharing in place and implemented Codes of conduct for managing conflict in place and in use
	Stakeholders' capacity to participate in the management of MPR's strengthened	<ul style="list-style-type: none"> Develop formal and informal education programmes targeting different key stakeholders Establish/strengthen village liaison committees and enforcement units Support village liaison committees and enforcement units Organize stakeholders training workshops Develop mechanisms to support community demand driven alternative income generating activities Develop and implement mechanism to engage communities and other partners to carry out conservation activities. 	CIW WIC WIC WIC WIC WIC	<ul style="list-style-type: none"> Number of stakeholder training workshops
	General management of MPR strengthened	<ul style="list-style-type: none"> Organize regular Board and Advisory Committee meetings Organize training courses and workshops for staff responsible for manning the MPR's 	PMMAO	<ul style="list-style-type: none"> Number of Board and Advisory Committee meetings conducted annually Number of training courses and workshops conducted annually

KRA 3: FINANCIAL MOBILISATION, ACCOUNTABILITY AND SUSTAINABILITY

Strategic Goal	Targets (Strategic Objectives)	Activities (Strategies)	Responsibility	Key Performance Indicators
Financial mobilisation and management improved	Funding from the Government improved	<ul style="list-style-type: none"> Train staff in effective government budget preparation by June, 2006 Train staff in Financial and Procurement Act 	PMMAO PMMAO/PFMO	<ul style="list-style-type: none"> 3 staff trained in software for budget systems annually
		<ul style="list-style-type: none"> Carry out financial sustainability study Develop a financial sustainability strategy by June, 2006 MPRU staff sensitised on financial sustainability strategy 	PFMO PPW/PFMO	<ul style="list-style-type: none"> MPR sustainable Financing Strategy in place
		<ul style="list-style-type: none"> Develop proposals for donor funding 	PW/PFMO	<ul style="list-style-type: none"> Number of proposals that are funded
		<ul style="list-style-type: none"> Cause the government to increase and commit adequate budgetary allocation for MPR activities 	PW	<ul style="list-style-type: none"> Government budget allocations fulfilled and increased by 10% annually
	Financial Management system updated/computerised by December 2006	<ul style="list-style-type: none"> Review of the existing system and implement recommendations Acquire computer equipment and related software for financial management Train all accounting staff on the new system 	PFMO PMMAO	<ul style="list-style-type: none"> 6 units of computer equipment and software put in place. The new FMS is in place and operational
Comprehensive system to cater for Investors put in place by December 2005	<ul style="list-style-type: none"> Develop MPRU business plan, investment guidelines and protocols in MPR by December 2005 	PW	<ul style="list-style-type: none"> Investment guidelines and protocols in place 	
	<ul style="list-style-type: none"> Distribute and promote the use of the guidelines and agreement 	PW	<ul style="list-style-type: none"> The number of (potential) investors using guidelines and protocols 	
Capacity in fund mobilisation enhanced	<ul style="list-style-type: none"> Train staff in project formulation and management 	PMMAO	<ul style="list-style-type: none"> At least 3 staff trained in project formulation and management 	
	<ul style="list-style-type: none"> Train staff in negotiations and fund raising skills 	PFMO	<ul style="list-style-type: none"> At least 5 staff trained in negotiations and fund raising skills 	
	<ul style="list-style-type: none"> Establish partnerships with relevant institutions and financial organisations 	PW	<ul style="list-style-type: none"> 5 MoUs signed with partners Number of partners increased 	
	<ul style="list-style-type: none"> Engage agents to collect user fee in existing collecting centres 	PFMO	<ul style="list-style-type: none"> At least 3 agents commissioned 	

KRA 4: INFORMATION, EDUCATION AND COMMUNICATION

Strategic Goal	Targets (Strategic Objectives)	Activities (Strategies)	Responsibility	Key Performance Indicators	
Information, education and communication improved	Public awareness of MPRU activities increased	<ul style="list-style-type: none"> Improve existing awareness programmes and innovate/ create/develop new ones Collaborate with other stakeholders, Institutions and programmes to implement awareness programme 	WIC/CIW WIC/CIW	<ul style="list-style-type: none"> Awareness programmes in place and implemented as per needs yearly 	
		<ul style="list-style-type: none"> Maintain and update information in MPR website 	CIW	<ul style="list-style-type: none"> Monthly updating of the website 	
		<ul style="list-style-type: none"> Develop client service charter to meet MPRU customer needs by Dec 2005 MPRU staff sensitised in implementing client service charter 	PMMAO PMMAO	<ul style="list-style-type: none"> MPRU client charter in place and implemented Number of sensitisation seminars and meetings 	
		<ul style="list-style-type: none"> Create mechanism to sensitise and reward stakeholders who have contributed to MPRU objectives 	WIC/CIW	<ul style="list-style-type: none"> A reward scheme in place by Dec 2006 Number of outstanding stakeholders awarded 	
		<ul style="list-style-type: none"> Create awareness to decision and policy makers on MPRU activities 	WIC/CIW	<ul style="list-style-type: none"> Number of workshops to policy and decision makers on MPRU activities 	
	Skills on conservation, monitoring and evaluation improved	<ul style="list-style-type: none"> Develop and implement participatory resource monitoring programmes Develop training programme on MPR resource monitoring and evaluation Train local communities and staff of MPRU in monitoring and evaluation skills Conduct seminars and consultative workshop for local communities 	CMCO /PMMAO CIW CDW PPW PPW	<ul style="list-style-type: none"> Number of trained communities and staff 	
		Communication of MPRU information to stakeholders improved	<ul style="list-style-type: none"> Establish and manage a database by December, 2006 Establish a library by December, 2006 Produce and distribute newsletters, brochures, leaflets and posters (In Swahili and English) Establish feedback mechanism from readers and incorporate readers views in next issue/publication Improve distribution network to ensure that publications reach intended audience in time Introduce a HF radio communication system linking the headquarters and the upcountry MPR's offices by December, 2006 Install VHF radio's to link villagers and other key stakeholder to MPR's head offices Make known MPR radio frequency to strategic stakeholder 	CIW CIW CIW CIW CIW WIC/CIW WIC WIC	<ul style="list-style-type: none"> A database in place and managed Standard library in place Number of books and reports produced A quarterly Swahili newsletter is produced starting July, 2006 Radio system installed Number of villages linked to VHF radio

KRA 5: RESEARCH AND MONITORING

Objective (KRAs)	Target (Strategic Objectives)	Activities (Strategies)	Responsibility	Key Performance Indicators
Research and monitoring of resources and socio-economic conditions facilitated	Research agenda and priority areas identified by June 2006.	• Formulate MPR research agenda committee by July 2005	CMCO	• Research agenda committee in place
		• Conduct background study on research needs by Sept 2005	CMCO	• Background report in place
		• Convene a consultative workshop to develop research agenda and priority by Dec 2005	CMCO	• Research agenda in place
		• Develop a strategy for implementing research Agenda by June 2006	CMCO/PW	• Strategy in place
		• Collaborate with other stakeholders, institutions, programmes and partners to implement research agenda starting January, 2006 • Develop Memorandum of Understanding (MoU) with key academic and research institutions to undertake research in MPR • Facilitate implementation of the MPR research agenda	CMCO	• Number of research projects co-ordinated through the agenda
Build capacity of research in terms of personnel communication and infrastructure by Dec 2008		• Develop 3 field centres to cater for research, training and awareness creation	CMCO/WIC	• 3 field stations developed and furnished by Dec 2008
		• Furnish 3 field centres with necessary facilities by December, 2008	WIC	
		• Conduct regular maintenances to field centres	WIC	
		• Assign personnel to manage each centre by December, 2008	PMMAO	• Required staff identified and assigned management responsibility
		• Recruit a focal person for co-ordinating research undertaking at each MP by December, 2008	PMMAO	• Required research focal point recruited
Research links and collaboration enhanced annually.		• Formulation of MoU with respective institutions (<i>Links with local and International Organizations</i>)	CMCO	• 2 MoU's signed per year
Database of marine resources and socio-economic aspects established by June 2006		• Acquisition of equipment (hard and software) for database management by Sept 2005	PFMO	• Equipments and software in place
		• Develop a database by Dec 2005	CMCO	• Database in place
		• Training of personnel in database management by Dec 2005	PMMAO	• At least 2 staff trained on the management of the database
		• Manage and updating database regularly	WIC/CIW	• Database updated regularly
		• Compilation of new information	CIW	• Data compiled and stored
Resource and socio-economic conditions are monitored and database updated regularly		• Conduct participatory resource and socio-economic monitoring in collaboration with communities	CMCO/WIC	• Biophysical and socio-economic monitoring conducted on participatory basis annually
		• Train staff and communities in MPR resource conditions monitoring protocol procedures	CMCO/WIC	• 3 staff in each MPR trained • 60 Local community members trained
Research and monitoring findings are disseminated regularly		• Convene stakeholders workshops annually	CMCO/WIC	• 3 Workshop convened
		• Publishing and distributing research findings	WIC	• Findings published and presented in different fora
Research and monitoring findings utilised regularly		• Incorporation of research findings in management strategies	PW	• Adaptive management system in place

7. IMPLEMENTATION, MONITORING AND EVALUATION

Monitoring and Evaluation (M&E) of the MPRU Rolling Strategic Plan is designed to ensure effective and efficient implementation of the plan and the sustainability of the intended impacts. The M&E system is instituted as a review mechanism to monitor the progress and assess outcomes compared to the original objectives, targets or expectations.

Monitoring refers to the tracking of the progress of implementation of the Rolling Strategic Plan. Evaluation, on the other hand, will be a critical and objective appraisal of the overall Strategic Planning Process at the MPRU in the form of specific milestones of achievement.

This chapter describes the Monitoring and Evaluation System proposed for the MPRU strategic planning process.

Notably, an important step in implementing the RSP is to translate the Unit level interventions into department and level actions.

7.1 Implementation Arrangements

Implementation of the MPRU strategic plan will be the responsibility of MPRU management. In order to increase efficiency and effectiveness, an officer will be appointed to co-ordinate activities related to the implementation of the Strategic Plan. The officer will also be assisted by a Strategic Planning and Implementation Committee (SPIC), which will have to be established. The Strategic Planning and Implementation Committee shall be made of between 4 and 6 members. The Manager will chair the MPRU Strategic Planning and Implementation Committee. Teamwork will be required to ensure that all activities are performed as planned and provided in Table 6.1.

Each department will be required to develop an annual work plan which will be used to guide implementation and reporting of the activities conducted over the year. The developmental annual work plans will have to be drawn from the activities for the first year in the main document.

It is important for each key officer responsible for the implementation of a specific activity to observe the kind of targets envisaged as well as the time frame and resource provided. It is also important to note that the popularly used MTEF format will take on board all the activities provided under Table 6.1 and thus funding from both the Government and the donor community will be solicited to perform the activities provided in the plan.

7.2 Monitoring

Monitoring of the MPRU Strategic Plan will be the overall responsibility of the SPIC. The Strategic Planning and Implementation Committee will periodically audit the implementation of the plan.

The MPRU Planning and Development Officer shall:

- Prepare and issue monitoring and reporting guidelines to all officials who will be involved in the implementation and audit exercise as approved by SPIC. Specifically, a data collection instrument will need to be prepared. Furthermore, Tables 7.1 and 7.2 give the formats for half yearly and yearly reports, respectively to be prepared by the departments.

The department and MPRs will translate the Unit level Strategic Plan into their own targets

at their respective levels. Initially, the Unit will prepare an annual operating plan that closely reflects the expected level of funding for the immediate year. The departments and MRs will follow suit later on. Each department and MR will establish a Planning, Monitoring and Evaluation Committee (PME). The PME committees in the departments shall collect information related to the monitoring of inputs/activities and of results once every six months. It will prepare reports reflecting the performance of the departments.

(a) Methodology

Monitoring will be instituted immediately after starting implementation of the Strategic Plan. Three major methods will be used by the SPIC:

- Preparation of **detailed annual operational plans** which shall be linked to MTEF as well as resources available for the first year shall portray the quarterly targets. The same shall be used to report the extent to which the accomplishments of the operational plan are being met using the formats given in Tables 7.1 and 7.2.
- Physical observations and interviews/discussions between the SPIC and the various stakeholders to get informed insights and clarifications. A field observation schedule will be prepared by SPIC before making the physical observations.
- Conducting enquiries with the assistance of a questionnaire administered once every year designed to obtain the impressions of various stakeholders so as to obtain any early warning signs that may indicate potential problems during the implementation of the Strategic Plan.

b) Reporting

i) Monitoring reports at departmental, and Unit level will comprise:

ii) A narrative strategic plan implementation report plus a summary table as shown in Tables 7.1 & 7.2 prepared once every six months.

Contents of the narrative report will include, but not be limited to:

- The approved strategic goals and their target indicators at the relevant levels,
- Approved strategies, activities and outputs related to the strategic goals,
- Achievements in terms of outputs, the deviations in the planned activities and outputs,
- Achievements should reflect both the qualitative and quantitative achievements,
- Constraints in the implementation of the Strategic Plan and any internal and external factors which have affected implementation,
- Proposed remedial actions and the way forward for solving the problems faced indicating clearly the planned activities to be carried out in the next period (six months and one year depending on the nature of the report).

There will be two half yearly reports one covering January to June and another July to December. The reports would cover overall performance for the period covered detailing the achievements and constraints of the period under review. Thus the first half-year report ending June will cover activities undertaken during the first half of the year.

The reports from the SPIC shall include, but not be limited to the following:

- Semi annual and annual reports on the implementation, achievements and constraints of the Unit level Rolling Strategic Plan,
- Physical observations, and responses to interviews and questionnaires included as part of the annual reports,

- Summary of the major recommendations for improving the rolling of the Strategic Plan, preparing annual operating plan for the subsequent year and the implementation and monitoring process in the subsequent year.

(c) Schedule of the Reports

For the July – December report, the following schedule of reporting will be observed:

- Departments, MRs or the Unit to prepare performance reports on implementation of scheduled strategic plan activities for **July – December** of the respective year. The reports will follow a uniform format as shown in the previous section or as may be updated by SPIC,
- Departments and MPRs to submit mid-year progress performance reports to the Planning and Development Officer by end of January as per agreed format,
- Planning and Development Officer to finalise preparations of the Unit level mid-year progress performance by mid-February.
- The Unit wide mid-year review workshop to discuss progress on the strategic plan implementation will be held in February.

When reporting for July to December, the departments should bear in mind that this is the mid-year report. In the narrative report, they should report what have been the achievements and constraints for the last six months. Departments would be required to explain how they attempted to redress them.

For **January - June**, the following schedule of reporting will be observed:

- Departments and MPRs to prepare end of year performance reports by mid June and also to provide operating plans for implementation in the subsequent year (i.e., work plans).
- Departments and MRs to prepare performance reports as per SPIC format by end of June for immediate submission to the SPIC. The reports will be accompanied by an operating plan scheduled for the subsequent year.
- Planning and Development Officer will finalise the preparation of the Unit level report for the end of the year progress report by end of June and also produce a fully rolled over RSP of the next five years annually. The Planning and Development Officer will produce an operating plan for the next year by end of July.

The Unit-wide end of the year workshop to discuss progress on strategic plan implementation will be held during the second week of August of each year. Because of the resulting reporting burden to wardens-in-charge, MPRU management should consider introduction of some performance-based incentives for them.

7.3 Evaluation

There will be two types of evaluation of the Strategic Planning Process at MPRU. Once every two and half years using internal evaluators, and another one once every five years using an external evaluation team working with one internal evaluator not responsible for the implementation of the RSP.

The internal and external evaluations will have similar Terms of Reference (ToR) and will focus on:

- Assessing the reasons for success or failure of specific aspects of the strategic plan,
- Assessing whether the strategic plan is achieving its objectives and targets,

- Finding out whether the effects of the strategic plan are contributing to a better fulfilment of the Mission and Vision of the Unit,
- Assessing the adequacy of resources being mobilised to implement the RSP,
- Determining whether available resources are being utilised efficiently to achieve the targets set for the strategic objectives of the plan RSP,
- Determining whether the process of strategic planning and implementation is facing any problems that need immediate or long-term solutions.

The SPIC shall prepare clear and comprehensive terms of reference to guide both evaluations. The ToRs of the two evaluations shall in addition cover, but not be limited to:

- Subject of the evaluation,
- Methodology to be adopted, data collection procedures, sampling procedures, indicators to be used, basis for comparisons, etc.,
- Analysis of the field findings,
- Evaluation of the achievements and,
- Feedback of evaluation of findings.

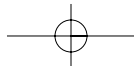
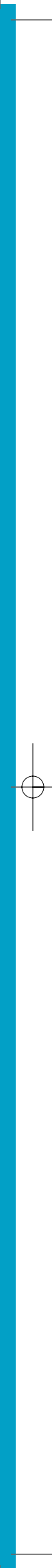
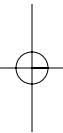
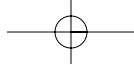
Both the internal and external evaluators will have the mandate to decide on other additional issues to be included or evaluated and agreed by the Board of Trustees in advance. These will be usually agreed at the first de-briefing meeting between the MPRU management and the evaluators subject to the approval of the Board.

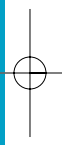
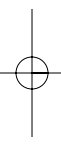
Selecting the appropriate evaluators will consider relevant technical skills, evaluation skills and experience in similar organizations/assignments. The internal evaluation team shall be approved by the SPIC and appointed by the Manager while the Board of Trustees shall approve the external evaluation team.

The evaluation reports will be discussed at all levels at the bi-annual progress review workshops. The recommendations adopted will be implemented and included in the rolled over RSP.

7.4 Review of the MPRU Strategic Plan

The MPRU strategic plan shall be reviewed and rolled every two years. The review will be based on the internal and external review recommendations, which will be conducted every second year and five years respectively. It should be noted that the aspect of rolling forward of the plan will make the plan dynamic as it will always take on board achievements/developments made both internally as well as externally.







THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF NATURAL RESOURCES AND TOURISM

BOARD OF TRUSTEES
MARINE PARKS AND RESERVES TANZANIA.

GET TO KNOW TANZANIA MAINLAND MARINE HERITAGE

The Marine Parks and Reserves Unit was established by the Act of the Parliament of the United Republic of Tanzania in 1994 to safeguard and sustainably manage the fabrics and integrity of marine resources in partnership with locals and the global fraternity



<p>VISION</p> <p>Marine Protected Areas in Tanzania become the joy and pride for all.</p>	<p>MISSION</p> <p>To establish and manage Tanzania's Marine Protected Areas for sustainable use.</p>
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“Let us share the gift of nature together”