The United Republic of Tanzania
Ministry of Livestock and Fisheries Development

MARINE PARKS AND RESERVES UNIT (MPRU)

STRATEGIC PLAN 2014-2019
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STATEMENT OF THE CHAIRPERSON 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 institutions created to steward the management (conservation and utilisation) of the resources was to ensure their sustainability. The Board of Trustees for Marine Parks and Reserves Unit was entrusted with the role 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 challenging task the Board has developed its Strategic Plan that charts out clearly the course of the future. The plan sets out strategies to achieve broad institutional goals.

On behalf of the Board, I wish to thank all our stakeholders and particularly the Management of Marine Parks and Reserves Unit 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 support during the preparation of this 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 Unit will render us their persistent support in our efforts to conserve marine resources for the present and future generations.

……………………………………

Dr. Blandina R. Lugendo
Chairperson of the Board of Trustees
Marine Parks and Reserves Unit

Dar es Salaam, June, 2014
STATEMENT OF THE MANAGER

The Strategic Plan for 2014-2019 strives to achieve an ambition envisioned by the Board of Trustees for the Marine Parks and Reserves Unit namely; to make Marine Protected Areas in Tanzania become the joy and pride for all.

The preparation of this Strategic Plan called for extensive consultations with many stakeholders including Board Members, Marine Parks and Reserves Unit (MPRU) staff, staff of the Ministry of Livestock and Fisheries Development (MLFD) and experts in fields related to marine protected areas. Worth 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 Board members for their guidance and support. I also wish to thank the Management and staff of MPRU for their active and enduring participation in the development of the Plan. However, my special thanks go to Prof. Yunus D. Mgaya of the University of Dar-es-Salaam for his 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 all.

Dr. Milali E. Machumu
Manager, MPRU
Dar es Salaam, June, 2014

EXECUTIVE SUMMARY

Introduction

The Development of Marine Parks and Reserves in Tanzania dates back to the 1960's 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 mechanisms were put in place to effectively manage those reserves apart from allocating the authority to by then Department of Fisheries.

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 through development of the relevant law. In 1994 a Law to guide management and administration of Marine Parks and Reserves was enacted by the Parliament. The Marine Parks and Reserves Act No. 29 of 1994 provides for the legal framework for 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, Board of Trustees for Marine Parks and Reserves was established in 1996 as a semi-autonomous governing body responsible for the formulation of policies, 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 of 2014-2019. The plan has been developed through a participatory process whereby internal and external stakeholders were involved.

Mandate of the Board of Trustees for Marine Parks and Reserves

The Board of Trustees for Marine Parks and Reserves operates under umbrella of the Ministry of Livestock and Fisheries Development. 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 Development on the management of Marine Parks Reserves;
- To advise the Minister on approval, revision and amendment of general management plan of any marine park or reserve;
- To designate specified marine and coastal areas as marine parks or marine reserves;
- To prepare and ensure implementation of regulations, and other matters affecting marine parks and reserves.

Rationale for Revising MPRU Strategic Plan

The Board of Trustees for Marine Parks and Reserves operates under umbrella of the Ministry of Livestock and Fisheries Development. It is charged with the following functions:
The rationale for revising the MPRU Rolling Strategic Plan for 2014-2019 is based on the following factors:

- The need to implement Fisheries Policy.
- The 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 goals, National Vision 2025, Blue Print 2050, and National Policies in the area of marine parks and marine reserves.
- The need for implementing National Strategy for Growth and Reduction of Poverty (NSGRP) – MKUKUTA II.
- The need to implement the Tanzania Five Year Development plan 2011/12 – 2015/16
- The need to respond to emerging issues.

Methodology

The process of preparing a reviewed version of the Strategic Plan involved literature review and in-depth consultation with MPRU stakeholders. The result of the process identified key result areas, strategic issues, indicators and strategic actions. Reference was made to Tanzania’s vision 2025, MKUKUTA, sector policies and strategies, The Tanzania Five Year Development Plan 2011/12 – 2015/16, The Ruling Party Manifesto, Millennium Development Goals (MDGs) and Performance Assessment Framework (PAF) matrix.

Key Result Areas

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

- Legal Framework, Organisation and Management
- Conservation of Biodiversity
- Financial Management and Marketing
- Information Education and Communication
- Research and Monitoring

Vision, Mission and Guiding Theme

Vision

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

Mission

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

Motto

“Let us share the gift of nature together”

Core values

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

Implementation, Monitoring and Evaluation

Implementation

Implementation of the MPRU strategic plan will be the responsibility of MPRU management. A strategic planning and implementation committee (MSPIC) will be set up to assist the Manager. It shall be comprised of 4 to 6 members. The Manager shall also appoint the Planning and Development Officer who will be the Secretary to the MSPIC. The Manager will chair the MPRU Strategic Planning and Implementation Committee.

Each department in collaboration with Parks and Reserves 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 through the Planning Department. The departmental annual work plans will have to be drawn from activities planned for the first year in the main document.

Monitoring

Monitoring of the MPRU Strategic Plan will be the overall responsibility of the MSPIC. The Strategic Planning and Implementation Committee will periodically examine the implementation of the plan and give feedback to implementers. Such feedback in most cases helps to know the effective strategies for further implementation as well as ineffective ones that should be dropped or adjusted.

Evaluation

There will be two types of evaluation of the Strategic Planning Process at MPRU. Once after two and half years using internal evaluators, and another one after five years using an external evaluation team working with internal evaluators.

Review of the MPRU Strategic Plan

The MPRU strategic plan shall be reviewed and rolled over every five years.

The Structure of the Strategic Plan 2014-2019
The Strategic Plan is organized into seven (7) chapters. Chapter one provides for the background, rationale and methodology used. Chapters two and three give an overview of the external and internal environment of the MPRU, highlighting the main strengths, weaknesses, opportunities and challenges. Chapter four analyzes the main issues and key result areas to be addressed through implementation of the Strategic Plan. Chapter five articulates the main strategic direction of the MPRU in terms of vision, mission and values. Chapter six presents the main elements of the Plan, namely strategic goal, objectives, strategies and activities. Chapter seven presents the framework for implementation, monitoring and evaluation.

CHAPTER ONE

1. INTRODUCTION

1.1 Preamble

The idea to develop Marine Parks and Reserves in Tanzania dates back to the 1960’s 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 mechanisms were 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 1980’s rekindled the national interest in the creation of Marine Protected Areas (MPAs) in Tanzania. Subsequently, a number of baseline studies to investigate marine resources and their uses were conducted in 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 through development of the relevant law. In 1994 the legislation to specifically deal with the management and administration of the Marine Parks and Reserve No 29, of 1994 was enacted by the Parliament. The Act provides for a legal framework for the conservation, management and wise use of marine environment with its prolific animals and plant life. It also provides for all reasonable uses by fisher folks, commercial operators and holiday markers, scientists, divers, photographers and reef watchers. Within the Framework of this legislation Mafia Island Marine Park was declared the First Marine Park in Mainland Tanzania in 1995.

Acting within the power entrusted to it by Act No. 29 of 1994, by then the Minister of Natural Resources and Tourism in 1996 appointed the Board of Trustees for Marine Parks and Reserves as a semi-autonomous governing body responsible for the formulation of policies, management and administration of Marine Protected Areas (MPAs) in the country. In 1999 five (5) marine reserves which were gazetted under Fisheries Act of 1973, were placed under the administration of MPRU. Mnazi Bay-Ruvuma Estuary Marine Park (MBREMP) and Tanga Coelacanth Marine Park (TACMP) were gazetted as the second and third marine parks in 2000 and 2009, respectively. Currently, there are three (3) marine parks and fifteen (15) marine reserves operating under MPRU.

Achievement from the previous Strategic Plan

The achievement of the 2005-2010 Strategic Plan was carried out during the First Annual MPRU Management meeting that took place in Tanga in 2010. The evaluation report contained both qualitative and quantitative information. The qualitative part was presented in a matrix format indicating Key Result Areas in terms of targets and strategic objectives; areas implemented and not implemented and reasons thereof, emerging issues i.e. issues that were not considered during the designing and development of the plan but had a potential value for inclusion in the new Strategic Plan; and the way forward.
A total of 80 performance indicators were assigned to the 2005 – 2010 MPRU Strategic Plan as follows:- KRA 1, 10 indicators; KRA 2, 26 indicators; KRA 3, 14 indicators; KRA 4, 16 indicators; and KRA 5, 14 indicators. The overall typical performance was 65.6% (rated as good). KRA 4, Information, Education and Communication was the leading performer at 71% (rated as good) followed by KRA 2 and 3 namely; Financial Mobilization, Accountability and Sustainability and Conserve Biodiversity. Cultural Resources and Ecosystem Processes. Both performed at 70% (rated as good). KRA 1, Legal Framework, Organization and Management performed at 60% (rated as fair). The least performer was KRA 5, Research and Monitoring, performed at 48% (rated as poor).

Rating: 100%-80%=Very good, 79%-65%=Good, 64%-50%=Fair, 49%–0%=Poor

The new strategic plan addresses activities which were not implemented or partially implemented and emerging issues. Implemented activities were assessed to generate actions required for further improvement and which have been addressed in this Strategic Plan.

Specific achievements made during the implementation of the 2006-2010 SP include:-
- Establishment of new MPAs including one (1) Marine Park (Tanga Coelacanth Marine Park (TACMP) and ten (10) Marine Reserves namely; Makatube, Sinda, Kendwa, Nyororo, Mbarakuni, Shungimbili, Kwale, Mwewe, Kirui and Ulenge.
- Review of two GMPs for Mafia Island Marine Park (MIMP) and Mwanza Bay Ruvuma Estuary Marine Park (MBREMP).
- The Act has been reviewed by stakeholders at different levels and categories ranging from the academia, managers, administrators, politicians, NGOs to ministries. The draft came out with refined key result areas, objectives, targets and indicators. The methodology used aimed at promoting implementation and ownership of the plan. Additionally, reference was made to Tanzania's Development Goals (MDGs) and Performance Assessment Framework (PAF) matrix.

Apart from these achievements the following challenges were encountered:
- Limited financial resources due to an ever decreasing budgetary allocations from the Central Government
- Shortage in human resources
- Expansion of the MPRU jurisdictional and management mandates
- Small internal revenue base.

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

The Board of Trustees for Marine Parks and Reserves operates under the umbrella of the Ministry of Livestock and Fisheries Development (MLFD). 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 Trust Fund;  
- To advise the Minister responsible for fisheries on management of marine parks and reserves;  
- To advise the Minister on approval, revision and amendment of general management plan of any marine park / reserve;  
- To designate specified marine and coastal areas as marine parks or marine reserves;  
- To prepare and ensure implementation of regulations, and other matters affecting marine parks and reserves.

1.3 Rationale for Revision of the MPRU Strategic Plan

The rationale for revision the MPRU Rolling Strategic Plan for 2006 –2010 is based on the following factors:
- The need to implement Fisheries Policy. MPRU is required to have in place a dynamic strategic plan for the implementation of Fisheries Policy.
- The 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 Public Sector Reform Programme.
- The need to operationalise the MPRU mandates. In order for the MPRU to take up 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 and environmental conservation. One of the priorities of the nation is to promote marine parks and reserves that will enable Tanzanians to play an active role in marine conservation for sustainable development of poverty reduction.
- The need to implement the Tanzania Five Year Development Plan 2011/12 – 2015/16. MPRU, like other organizations is obliged to implement country's development agenda articulated in the Tanzania Development Vision 2025. The plan has taken into account overall national development goals and policy objectives, sectoral initiatives, the National Strategy for Growth and Reduction of Poverty, (MKUKUTA II), the key benchmarks of Long Term Perspective Plan (2011/12-2025/26).
- Climate change. The objective of the treaty is to stabilize greenhouse gas concentrations in the atmosphere at a level that would prevent dangerous anthropogenic interference with the climate system. Tanzania is supposed to take action for mitigating the impact of climate change to avoid changes in vulnerable ecosystems such as coral reefs and mangroves for example; by implementing ICM strategy through establishment of MPAs.

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 previous MPRU 2006-2010 Rolling Strategic Plan. The process of preparing a reviewed version of the SP involved literature review, in-depth consultation with MPRU stakeholders and participatory planning workshops with participants well versed with the MPRU activities. This process came out with refined key result areas, objectives, targets and indicators. The methodology used aimed at promoting implementation and ownership of the plan. Additionally, reference was made to Tanzania’s Development Vision 2025, MKUKUTA, sector policies and strategies, Ruling Party Manifesto, Millennium Development Goals (MDGs) and Performance Assessment Framework (PAF) matrix.
CHAPTER TWO

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 base of the Strategic Plan.

2.1 International Initiatives

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

<table>
<thead>
<tr>
<th>International Conventions and Programmes</th>
<th>Relevance to Coastal and Marine Resource Management</th>
<th>Linkages with MPRU</th>
</tr>
</thead>
<tbody>
<tr>
<td>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)</td>
<td>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.</td>
<td>MPRU activities support the government’s commitment to achieve the objectives of the convention, and are consistent with the elements of the convention.</td>
</tr>
<tr>
<td>Convention on Wetlands of International Importance (Ramsar) (1971)</td>
<td>Promotion of the conservation and wise use of wetlands by national action and international co-operation. It takes into account a wide range of wetland types, functions and values, and encourages adoption of an integrated management approach.</td>
<td>MPRU is expected to manage wetland sites in such a way as to avoid changes in their ecological character.</td>
</tr>
<tr>
<td>International Conventions and Programmes</td>
<td>Relevance to Coastal and Marine Resource Management</td>
<td>Linkages with MPRU</td>
</tr>
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</tr>
<tr>
<td>United Nations Convention on the Law of the Sea (1982)</td>
<td>Under the Convention, States have an obligation to protect and preserve the marine environment and are required to take all necessary actions to prevent, reduce and control pollution of the marine environment from any 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).</td>
<td>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 species and other forms of marine life such as coral reefs.</td>
</tr>
<tr>
<td>Convention on the Conservation of Migratory Species of Wild Animals (1979)</td>
<td>Convention addresses species that migrate across one or more national jurisdictional boundary.</td>
<td>There are migratory marine species that benefit from existence of marine protected areas – in particular, Dugong, Sirenia and turtles are listed species under the Convention.</td>
</tr>
<tr>
<td>Convention concerning the protection of the world's cultural and natural heritage (The world heritage convention) (1972)</td>
<td>The convention provides for the designation of natural or cultural sites of “outstanding universal value” as world heritage sites, aiming to protect these areas.</td>
<td>Ruins of Kua (MIMP) and, Tongoni (TACMP) are recognized as national cultural heritage.</td>
</tr>
<tr>
<td>Convention concerning the protection of underwater cultural heritage sites (2001)</td>
<td>To identify and protect underwater cultural heritage sites of outstanding and universal value.</td>
<td>MPRU in collaboration with the Antiquities Department is still undertaking underwater survey for the underwater cultural sites.</td>
</tr>
<tr>
<td>Man and Biosphere Programme (MAB)</td>
<td>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.</td>
<td>Allows for representation of coral reefs, and other marine and coastal ecosystems in general, on the list of MAB reserves.</td>
</tr>
</tbody>
</table>

2.2 The National Context

2.2.1 The National Development Vision 2025

The National Development Vision 2025\(^1\) 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\(^2\) (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.

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\(^{1}\) URT; The National Development Vision 2025

\(^{2}\) URT (VPO); National Strategy for Growth and Reduction of Poverty, final draft, January, 2005
The creation and effective management of Marine Protected Areas is in line with NSGRP as it contributes towards attaining relevant targets in environmental conservation, planning and management of fragile marine ecosystems.

2.2.4 The Tanzania Five Year Development Plan 2011/12 - 2015/16

2.2.5 The National Economy

Tanzania has been experiencing a modest but steady annual economic growth averaging about 7% in 2010. 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.

2.2.6 Policies and Laws

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

Table 2.2: Coastal and marine resource management policies and legislation

<table>
<thead>
<tr>
<th>Policy or Legislation</th>
<th>Function in Coastal and Marine Resource Conservation and Management</th>
<th>Relevance to MPRU</th>
</tr>
</thead>
<tbody>
<tr>
<td>Environmental Management Act (2004)</td>
<td>Overall management of the potential impacts of marine and coastal activities on the environment. 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.</td>
<td>Provides for sustainable development, protection, conservation, aquaculture development, control of fish, fish products, aquatic flora and fauna and its products.</td>
</tr>
<tr>
<td>National Environmental Policy of 1997</td>
<td>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, and 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.</td>
<td>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.</td>
</tr>
</tbody>
</table>

2.2.5 The Ministry of Livestock and Fisheries Development (MLFD)

MLFD has the mandate of overall management and development of livestock and fisheries resources for sustainable achievement of the Millennium Development Goals, National Strategy for Growth and Reduction of Poverty, Improved Livelihood of Livestock and Fisheries Dependent Communities, Food Safety & Security without compromising Animal Welfare and Environmental Conservation. The Ministry is also mandated to build capacity of Local Government Authorities and the private sector in order to provide quality services to livestock and fish producers, processors and traders.
2.2.6 Related National and Regional Initiatives

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

Rufiji-Mafia-Kilwa Seascape / Eastern African Marine Eco-Region

WWF being one of the key 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 2000). 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 East Indian Ocean stretching from southern Somalia to the Natal shore of South Africa including island states of Madagascar, Seychelles, Comoro and Mauritius.

In Tanzania the Rufiji–Mafia–Kilwa (RUMAKI) – and Mtwarara–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.

SADC Regional Monitoring, Control and Surveillance (MCS) Of Fishing Activities


MACEMP

Since 2005 MLFD with the support of the WORLD BANK initiated a massive programme to sustainably manage its marine and coastal resources. The development objective of MACEMP is to strengthen the sustainable management and use of the Exclusive Economic Zone, territorial seas, and coastal resources resulting in enhanced revenue collection, reduced threats to the environment, better livelihoods for participating coastal communities living in the coastal districts, and improved institutional arrangements. The programme came to an end in August 2011 with no cost extension period of one year up to August 2012.

SWIOFish PROGRAMME

The South West Indian Ocean Fisheries Governance and Shared Growth Programme (SWIOFish) a World Bank funded Project, now under preparation will support regional integration of management, while expanding an approach beyond research to strengthen sector governance. The proposed programme will be a phased Adaptable Programme Loan (APL), over a 15 year period, using IDA and blended GEF resources. Different sectors including MPRU will participate in the SWIOFish APL-1 including activities to be implemented over initial 5 year period, aiming to contribute towards over-all 15 year programme.

Conservation Of Cultural Heritage Sites In Tanzania

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

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

- 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 islands in collaboration with Mafia Island Marine Park, District Natural Resource Office with funding support from WWF-TCO and Borne Free Foundation, now SEA SENSE. TTDCP is a voluntary organisation that was launched in Mafia District, in January 2001. 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 Turtle and DUGONG Conservation Committee

Tanzania is one of the signatory states of the Memorandum of Understanding (MoU) on the conservation of sea turtles and dugongs and their habitats. Following the signing of such MoU in 2010, National Turtle and Dugong Conservation committee (NTDCC) was established by the then Director of Fisheries Division to act as a national watchdog for the conservation of dugong and turtles in the country. Institutions with a stake in conservation of coastal and marine environment are members of the committee including the MPRU. The objective of forming this committee is to ensure implementation of the MoU and to oversee the conservation and management of these endangered species listed in the CITES. Other countries that have signed the MoU by October 2010 include Australia, Comoros, Eritrea, France, Mayotte and New Caledonia, India, Kenya, Madagascar, Myanmar, Papua New Guinea, Philippines, Solomon Islands, United Arab Emirates, Seychelles, Yemen, Vanuatu, Palau, and Somalia.
Strategic Plan 2014-2019

Tanzania Wetlands

The Convention on Wetlands is an inter-governmental treaty popularly known as the 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 was found to meet the criteria for Ramsar site as it contains 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 addressed 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 encompassed Maziwe Island Marine Reserve in Pangani. The programme came to an end in 2005. The newly gazetted TACMP collaborates with the Regional Administrative Secretary (RAS) office to implement the conservation activities of the former TCZCDP. These activities include 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 Trans-boundary natural resources management regime to conserve the Lake Nyasa basin biodiversity involving the three countries sharing the lake namely; Malawi, Mozambique and Tanzania. MPRU is the National focal point of the initiative.

MPRU has also identified a need to have Trans-boundary protected area with Mozambique, linking the Mni Bay–Ruvuma Estuary Marine Park with a similar protected area across the border. Subsequently, the formulation of Trans-frontier would link a wider tourism development strategy for the southern Tanzania and Northern Mozambique.

The cooperation on conservation of marine and coastal resources between Tanzania and Kenya has been initiated through informal discussions. Basically the major issue is about collaborative management of biological resources at/crossing the border.

2.3 Key Opportunities and Challenges

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 – This is a strength not opportunity
- There is conducive environment for creating partnerships with other stakeholders on matters relevant to MPAs – Strength not opportunity
- Liberalization and privatization has created increased opportunities for the MPAs
- There are increasing opportunities for collaboration and partnership between public and private sectors
- Strategic planning culture in the Ministry of Livestock and Fisheries Development offers a conducive environment for implementation of MPRU plan
- There are many potential marine and coastal areas which merit formal protection and tourism development
- Existing national policies, strategies and programs in favour of conservation of marine and coastal environment.
- International treaties and initiatives that calls 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
- Potential government and donor support

Challenges

- Increased human population and dependency on resources within MPAs
- Conservation interests/efforts are sometimes hindered by political and commercial interests
- Donor dependence 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 decision making process.
- Community support for and participation in management activities may decline
- Low level of awareness among communities and misconception about the objectives, roles and functions of MPAs
- 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 may enhance encroachment, illegal and unsustainable exploitation of natural resources in MPAs
- Inadequate tourism support infrastructure
- Inadequate Integration among different sectors
- Inadequate mechanism for regular collection, sharing of data, information and coordination of MPR strategies
- Inadequate mechanism for MPRU and Fisheries sector to work together on conservation of fisheries resources.
CHAPTER THREE

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, therefore, provides 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, education and tourist destination. An effort towards promoting collaborative management and cooperation of user communities, Local Government Authority (LGA), Non-governmental organization 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.

3.1 MPRU Enabling Environment

(a) Partnership

The MPRU has within a lifespan of more than seventeen years 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 and, UDSM (CoNAS and IMS). At local level MPRU initiated formation of community conservation groups and establish good working relationship with some coastal district councils including Pangani, Tanga, Mkinga, Muheza, Mafia and Mtwara.

Furthermore, MPRU is working closely with different local, national and international institutions and agencies in the implementation of overlapping areas of interest. Through partnership there have been opportunities to share experiences gained and disseminate 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 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 of the MPRU. These rectifications need to be undertaken concurrently with the review of Act No. 29 of 1994 which established marine parks and reserves.

Teamwork spirit is highly emphasised by top leaders that 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 its own income instead of relying on the Government. The money generated is retained in the MPRUs Conservation and Development Trust Fund (CDTF).

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 and Reserves. The CDTF aims at supporting MPRU resources management and community conservation activities for people residing within the vicinity of Park or Reserve wherever possible. The bulk of funding however has been coming from developmental 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 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 MPRU accounts annually.

Buildings and Equipments

The MPRU Head office is housed in its own building located at Olympio St. Plot No. 950 Upanga West in Dar es Salaam. Equally the Mafia Island Marine Park (MIMP), Mnazi Bay–Ruvuma Estuary Marine Park (MBREMP), Tanga Coelacanth Marine Park (TACMP), and Dar es Salaam Marine Reserves systems have their own operational offices.

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

Information Communication and Technology (ICT)

The MPRU is striving to adopt ICT in its operations. MPRU head office, MIMP and MBREMP offices are equipped with some modern equipment such as; computers, wireless Internet (WiFi) service gadgets to facilitate easier sharing of information (communication) and to meet up management purposes. However, the available equipment are 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 MPRU’s management reacts and performs to produce outputs and achieve targets. The process emphasises proper planning, effective, efficient and adaptive management in order 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. Development of Client Service Charter and reviews of the existing processes is 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 the institution, stakeholders and the nation at large.

(e) Policy and Strategies

The vision, mission and operations of MPRU are guided by national policies and other relevant instruments. 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 fora 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 number of staff that is highly qualified, competent, motivated and well placed to deliver the intended institutional goals. Currently MPRU has sixty six (66) employees of different cadre articulated in the scheme of service. 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 government institution, the staff are working under regulations and circulars issued by the Government through the Public Service Department and Treasury Registrar’s office. These set of rules are supplemented by MPRU Staff Regulations of 2003 and the revised staff scheme of service of 2006

3.2 MPRU Business Results

(a) Society/Key Stakeholders Results

The management approach inherent in MPRs 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 involveinent of different groups of stakeholders, the Act establishes a statutory mechanism from the grassroots to the national level with emphases on broad based representations of the relevant key stakeholders and gender. The statutory organs include Village Liaison Committees (VLCo) in all villages within the Park areas, Marine Park Advisory Committees and Board of Trustees. 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

Marine Parks and Reserves (MPRs) are located in some areas along the coastline. Due to this fact most of MPRs customers are coastal people as well as those from outside the country including local communities, marine resource users, investors and tourists. The existing challenge is to meet customer requirements especially local communities whose livelihoods are solely depending on the park or reserves’ resources.

(c) People’s Results

The existing situation of MPRU staff working under the conditions set by 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 networking.

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 core ones are summarized in Table 3.1.
### Table 3.1: MPRU Strengths and Weaknesses

<table>
<thead>
<tr>
<th>Key Result Areas</th>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Legal Framework, Plans, Organization and Management</strong></td>
<td>• MPRU established by Act No. 29 of 1994</td>
<td>• Existence of some ambiguities in the MPRs Act</td>
</tr>
<tr>
<td></td>
<td>• MPRs are established in accordance with the Act</td>
<td>• Inadequate autonomy as provided by the Act</td>
</tr>
<tr>
<td></td>
<td>• Presence of GMP in some of the existing Marine Protected Areas</td>
<td>• Conflicting and/or overlapping mandates of the institutions in the Act</td>
</tr>
<tr>
<td></td>
<td>• MPRU organizational structure is in place and functioning</td>
<td>• There are emerging issues which need to be reflected in the Act e.g.</td>
</tr>
<tr>
<td></td>
<td>• Committed Board of Trustees, management and staff</td>
<td>management and protection of fresh water biodiversity.</td>
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<tr>
<td></td>
<td>• Participatory management style</td>
<td>• MPRU structure is yet to be reviewed and have a number of crucial</td>
</tr>
<tr>
<td></td>
<td>• Openness and transparency</td>
<td>weaknesses such as dual reporting relationship and an unclear chain</td>
</tr>
<tr>
<td></td>
<td>• Existing draft of Marine Parks and Reserves Authority Act</td>
<td>of command</td>
</tr>
<tr>
<td></td>
<td>• There are competent staff in some of the relevant disciplines</td>
<td>• Inadequate skills in planning, management and monitoring of MPRs</td>
</tr>
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<td></td>
<td>• Positive outlook towards the existence of MPRU</td>
<td>• Inadequate awareness and outreach programmes</td>
</tr>
<tr>
<td></td>
<td>• MPRU Human Capital Management System in place</td>
<td>• MPRU still operates under Act No. 29 of 1994</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Inadequate number of skilled staff</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Un-updated mechanism to engage voluntary and honorary staff</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Inadequate awareness creation</td>
</tr>
<tr>
<td><strong>Financial Management and Marketing</strong></td>
<td>• Financial regulations in place</td>
<td>• Lack of Systems Administrator</td>
</tr>
<tr>
<td></td>
<td>• There is room to improve efficiency by computerising the financial</td>
<td>• Lack of a Client Service Charter</td>
</tr>
<tr>
<td></td>
<td>management system</td>
<td>• Inadequate sensitisation and rewarding scheme</td>
</tr>
<tr>
<td></td>
<td>• Qualified accounts/finance staff</td>
<td>• Newsletter yet to be commercialised to include adverts</td>
</tr>
<tr>
<td></td>
<td>• Chances of generating income from emerging investment opportunities</td>
<td>• Lack of Communication strategy</td>
</tr>
<tr>
<td></td>
<td>are high</td>
<td>• No guidelines to establish MPAs</td>
</tr>
<tr>
<td></td>
<td>• System in place in other units that can serve as a model</td>
<td>• Inadequate research and monitoring programs</td>
</tr>
<tr>
<td></td>
<td>• Initial market needs assessment in the pipeline</td>
<td>• Inadequate strategies to promote private sector participation/support in</td>
</tr>
<tr>
<td></td>
<td>• Existing marine parks/reserves are a new tourism product and can be</td>
<td>MPAs management</td>
</tr>
<tr>
<td></td>
<td>packaged into National Tourism Master Plan</td>
<td>• Inadequate strategies to resolve conflict within MPAs</td>
</tr>
<tr>
<td></td>
<td>• Investment and EIA guidelines in place</td>
<td></td>
</tr>
<tr>
<td><strong>Information, Communication and Technology</strong></td>
<td>• MPRU website and database in place</td>
<td>• Some linkages are not formalised / Institutionalised</td>
</tr>
<tr>
<td></td>
<td>• Regular publications and dissemination of information through</td>
<td>• Lack of communication strategy</td>
</tr>
<tr>
<td></td>
<td>• MPRU still operates under Act No. 29 of 1994</td>
<td>• Lack of a Client Service Charter</td>
</tr>
<tr>
<td></td>
<td>• Inadequate awareness creation</td>
<td>• Inadequate sensitisation and rewarding scheme</td>
</tr>
<tr>
<td></td>
<td>• Lack of a Client Service Charter</td>
<td>• Newsletter yet to be commercialised to include adverts</td>
</tr>
<tr>
<td></td>
<td>• Lack of communication strategy</td>
<td>• Lack of communication strategy</td>
</tr>
<tr>
<td><strong>Conservation of biodiversity and ecosystem processes</strong></td>
<td>• Three Marine Parks and fifteen Marine Reserves have been established</td>
<td>• No guidelines to establish MPAs</td>
</tr>
<tr>
<td></td>
<td>• Regular enforcement and Surveillance is conducted</td>
<td>• Inadequate research and monitoring programs</td>
</tr>
<tr>
<td></td>
<td>• Improved compliance on sustainable resource utilization</td>
<td>• Inadequate strategies to promote private sector participation/support in</td>
</tr>
<tr>
<td></td>
<td>• Improved participation of community in conservation</td>
<td>MPAs management</td>
</tr>
<tr>
<td></td>
<td>• Improved resources and habitat recovery</td>
<td>• Inadequate strategies to resolve conflict within MPAs</td>
</tr>
<tr>
<td></td>
<td>• Improved tourism products</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Communities benefit from conservation activities</td>
<td></td>
</tr>
<tr>
<td><strong>Research and Monitoring</strong></td>
<td>• MPRU database in place</td>
<td>• Lack of Monitoring and Evaluation guidelines</td>
</tr>
<tr>
<td></td>
<td>• Human resources for research and monitoring in place</td>
<td>• Inadequate capacity in research and monitoring</td>
</tr>
<tr>
<td></td>
<td>• Research priority areas in place</td>
<td>• Research priority areas not harmonised</td>
</tr>
<tr>
<td></td>
<td>• Some data on research and monitoring available</td>
<td>• Inadequate enhancement of research links and collaboration</td>
</tr>
<tr>
<td></td>
<td>• Collaboration with national and international institutions in place</td>
<td>• Inadequate research data and information for dissemination.</td>
</tr>
<tr>
<td></td>
<td>• Existence of research centre in Mafia Island Marine Park</td>
<td>• Lack of head of Research and Monitoring</td>
</tr>
<tr>
<td></td>
<td>• Availability of GIS for mapping of resources in place</td>
<td></td>
</tr>
</tbody>
</table>

- Mass media
- Brochures
- Leaflets
- Newsletter
- Newsletter yet to be commercialised to include adverts
- Newsletter yet to be commercialised to include adverts
CHAPTER FOUR

4. Key Result Areas And Strategic Issues

This chapter and chapter 2, which evaluate the relevant strategic external environment and chapter 3 which analyses MPRU’s present capability and performance has identified major strategic issues which will be addressed through implementation of the Strategic Plan for 2014-2019.

The Plan aims at addressing critical issues in the following Key Results Areas (KRAs):

• Legal Framework, Plans, Organization and Management
• Conservation of Biodiversity and ecosystem Processes
• Financial Management and Marketing
• Information, Communication and Technology
• Research and Monitoring

The Key Result Areas are listed below:

KRA 1: Legal Framework, Plans, Organization and Management

Legal Framework

• Conflicting and/or overlapping mandates of the institutions in the Act.
• Inadequate autonomy of the MPRU as provided by the Act
• The Act needs to address emerging issues such as:
  • Extension of MPAs to cover freshwater bodies to conserve biodiversity.
  • Management of beaches which are outside the MPRU mandate
  • Implementation of Public Private Partnership (PPP) Act
  • Mitigation of climate change likelihood and adaptation of impacts
  • Investment in hydrocarbon and development of harbours within MPAs
  • Promote carbon sequestration payment in 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 (e.g., succession plan)
• Inadequate funds for staff training programme
• Lack of business plan to guide the operational activities of MPRU
• Inadequate working facilities
• Lack of formal tourism management plan within MPAs

KRA 2: Conservation of Biodiversity and ecosystem Processes

• Lack of formal guidelines for establishing MPAs
• Negative impacts of tourism and other economic activities in MPAs
• Excessive demand of resources by communities in the parks
• Inadequate strategies to engage private sectors to participate and support conservation activities within MPAs.
• Inadequate strategies to resolve resource use conflicts within MPAs
• Inadequate outreach materials to local communities and other key stakeholders

KRA 3: Financial Management and Marketing

• Limited revenue base
• Financial control system not fully computerised
• Inadequate capacity in fund mobilization
• Lack of Business Plan
• Inadequate accounts staff to man the existing Financial Accounting work load.

KRA 4: Information, Communication and Technology

• Lack of communication strategy
• Inadequate outreach programmes
• Lack of a Client Service Charter
• Inadequate sensitisation and rewarding scheme
• Inadequate research data and information for dissemination
• Inadequate manpower in information, communication and technology

KRA 5: Research and Monitoring

• Inadequate research data and information for dissemination.
• Research priority areas not harmonised
• Inadequate capacity in research and monitoring
• Inadequate enhancement of research links and collaboration
• Lack of Monitoring and Evaluation guidelines
• Ensure that research and monitoring findings are disseminated
• Lack of head of Research and Monitoring
CHAPTER FIVE

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 Tanzanians and the global fraternity. The Strategic Plan for 2014-2019 aims at creating a future defined and guided by MPRU statements of vision, mission, functions, values and principles.

5.1 Vision

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

5.2 Mission

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

5.3 Motto

“Let us share the gift of nature together”

1.4 Functions

- 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.
- Stimulate the rational development of underutilized natural resources.
- 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.
- Ensure that villagers and other MPAs residents are involved in all phases of planning, development and management of the MPAs and have priority in the resources use and economic opportunities.
- Promote community oriented education and dissemination of information on conservation and sustainable use of the Marine Parks and Reserves.
- Facilitate research and monitor resource conditions and uses within the Marine Parks and Reserves.
- Facilitate and promote the development of appropriate eco tourism
- Conserve and protect the cultural heritage of the MPAs residents

5.5 Values

The work and conduct of MPRU is based on 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, strategies and policies.

Core values:

- Marine and coastal resources are conserved for sustainable development.
- Communities are involved and fully participate in the management of marine and coastal resources.
- Management of Marine Protected Areas (MPAs) and delivery of high quality products and 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 perform their duties diligently and devote themselves wholly to their work.
- 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 elders, 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 officer. 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 the 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 goals and operations 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 objectives 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 cost-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 MPRs to increasingly assume direct responsibility and authority for delivery of services.

CHAPTER SIX


This Chapter presents the main strategic initiatives/outputs to be implemented/achieved by MPRU in the five-year period of 2014–2019. These are defined as the main output targets at the institutional level. However, the office responsible for coordinating the implementation of the plan will in turn prepare a more detailed annual implementation action plan. This action plan will also indicate necessary activities in detail in order 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. Any activity which lacks financial resources for its implementation shall be included in the current annual action plan so that actions to mobilise necessary resources can be taken.

6.1 Strategic Goal

The goal of MPRU is to establish and manage Tanzania’s marine protected areas for sustainable use.

In the five-year period of 2014–2019, MPRU will achieve the above goal by pursuing the following strategic objectives:

- Enabling environment for smooth operation of MPRU created
- Biodiversity, cultural resources and ecosystem processes conserved
- Financial mobilization and marketing improved
- Information, communication, education and technology improved
- Research and monitoring facilitated.

6.2 The Plan Matrix

Table 6.1 shows the five-year strategic plan matrix of MPRU, indicating the major targeted indicators for each objective with the requisite activities.
## Table 6.1: Strategic Plan Matrix

### KRA 1: Legal Framework, Organisation And Management

<table>
<thead>
<tr>
<th>Objective</th>
<th>Strategy</th>
<th>Target</th>
<th>Responsible Party</th>
<th>Key Performance Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enabling environment for smooth operation of MPRU created</td>
<td>Facilitate enactment of Marine Parks and Reserves Authority Act</td>
<td>• The new Act passed by Parliament by March, 2015</td>
<td>PMMAO/LO</td>
<td>• New Act in place by August 2015</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Draft regulations prepared and submitted to A.G. Chambers by December, 2015</td>
<td>PMMAO/LO</td>
<td>• New Regulations in place by June, 2016</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• The new Act translated into Kiswahili and distributed to stakeholders by November, 2015</td>
<td>PMMAO/PWCI</td>
<td>• Copies of the new Act and regulations translated and distributed to stakeholders by March 2016</td>
</tr>
<tr>
<td>Improve Organisational Structure of the MPRU</td>
<td>Organizational Structure of MPRU reviewed and implemented by June 2015</td>
<td>PMMAO</td>
<td>• Organizational Structure in place and key positions manned by December 2015</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Scheme of Service of MPRU reviewed by June 2015</td>
<td>PMMAO</td>
<td>• Scheme of Service in place and operational by January, 2016</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Key MPRU personnel recruited by November 2015</td>
<td>PMMAO/PPMO</td>
<td>• Staff in place by March 2016</td>
<td></td>
</tr>
<tr>
<td>Improve Management Efficiency and Effectiveness</td>
<td>Policies and Procedures for maintaining a conducive working environment developed, reviewed and operationalised by December, 2015</td>
<td>PMMAO/PPMO</td>
<td>• Required policies and procedures in place and operational by June, 2016</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Training needs assessed and training programme developed and operationalized by June 2016</td>
<td>PMMAO</td>
<td>• Training programme in place and operational by December 2016</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Guidelines to engage volunteers and honorary staff for management of MPRUs updated by June 2014</td>
<td>PMMAO/WICs</td>
<td>• Guidelines in place by November 2015</td>
<td></td>
</tr>
<tr>
<td></td>
<td>MPRU Business Plan (BP) Developed by June 2015</td>
<td>PMMAO/PTW</td>
<td>• Business Plan in place and operational by December 2015</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Business Action Plans for MPRUs and MPRU HQ developed by December 2015</td>
<td>PMMAO/WICs/PPW</td>
<td>• Business Action Plans in place and implemented annually</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Priority working facilities identified and procured by June, 2015</td>
<td>WICs/PPMO</td>
<td>• Annual procurement plan in place and operational by March, 2016</td>
<td></td>
</tr>
<tr>
<td>Train staff, community members and Honorary Rangers according to needs</td>
<td>MPRU staff trained to enhance their skills and knowledge by December 2016</td>
<td>WICs/PPMO</td>
<td>• At least 60 staff trained to enhance their skills by January, 2019</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Conservation, monitoring and evaluation skills of stakeholders improved by December, 2015</td>
<td>WICs/PMMAO/PPW</td>
<td>• Training programme on resource monitoring and evaluation in place by June 2016</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Participatory resource monitoring and evaluation training programme developed by June 2016</td>
<td>WICs/PMMAO/PPW</td>
<td>• Participatory resource monitoring and evaluation training programme in place and operational by December 2016</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Staff trained in negotiations, project formulation and fund raising skills by June 2016</td>
<td>PMMAO/PPMO/PWPW</td>
<td>• At least 5 staff trained in negotiations and fund raising skills by June 2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Park staff and local communities trained in visitors management by December 2016</td>
<td>PMMAO/PPMO/PWPW</td>
<td>• Ten park staff and 50 local community members trained on visitors management by June 2019</td>
<td></td>
</tr>
<tr>
<td></td>
<td>MPRU personnel trained in database management by December 2015</td>
<td>PMMAO/PMW</td>
<td>• At least 10 staff trained on data base management by December 2016</td>
<td></td>
</tr>
</tbody>
</table>

### KRA 2: Conserve biodiversity, cultural resources and ecosystem processes

<table>
<thead>
<tr>
<th>Objective</th>
<th>Strategy</th>
<th>Target</th>
<th>Responsible Party</th>
<th>Key Performance Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Biodiversity, cultural resources and ecosystem processes conserved</td>
<td>Establish and manage new Marine Protected Areas (MPAs)</td>
<td>• Guidelines and procedures for establishment of new MPAs developed by June 2015</td>
<td>PM</td>
<td>• Guidelines and procedures in place by December 2015</td>
</tr>
<tr>
<td></td>
<td>• New MPAs established by June 2016</td>
<td>PM</td>
<td>• Five new MPAs established as per MPA guidelines by June, 2019</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Maintain aesthetic values of Marine Parks and Reserves</td>
<td>• Manual for developing GMPs developed by June 2015</td>
<td>WICs/PMO</td>
<td>• Manual in place and operational by June 2015</td>
</tr>
<tr>
<td></td>
<td>• GMP for each Marine Park and Reserve developed by July 2016</td>
<td>WICs/PMO</td>
<td>• GMPs for each Marine Park and Reserve in place and operational by December 2016</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• MPRU contingency plan to mitigate unforeseen disasters developed by June 2016</td>
<td>PM/WIC/PCW</td>
<td>• MPRU contingency plan in place and operational by July, 2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• New MPAs established by June 2016</td>
<td>PMMAO</td>
<td>• New MPAs in place and key positions manned by December 2015</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• MPRU Business Plan developed by December 2016</td>
<td>WICs/PPTW</td>
<td>• Business Plan in place and operational by December 2016</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• MPRU BP reviewed and implemented by June 2015</td>
<td>PMMAO/PPMO</td>
<td>• Business Plan in place and operational by December 2015</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Priority working facilities identified and procured by June, 2015</td>
<td>WICs/PPMO</td>
<td>• Annual procurement plan in place and operational by March, 2016</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Staff trained in negotiations, project formulation and fund raising skills by June 2016</td>
<td>PMMAO/PPMO/PWPW</td>
<td>• At least 5 staff trained in negotiations and fund raising skills by June 2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Ten park staff and 50 local community members trained on visitors management by June 2019</td>
<td>PMMAO/PMW</td>
<td>• At least 10 staff trained on data base management by December 2016</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Five new MPAs established as per MPA guidelines by June, 2019</td>
<td>PM</td>
<td>• Five new MPAs established as per MPA guidelines by June, 2019</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Marine Protected Areas (MPAs) established by June 2016</td>
<td>WICs/PMO</td>
<td>• Marine Protected Areas (MPAs) in place and key positions manned by December 2015</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Guidelines and procedures for establishment of new MPAs developed by June 2015</td>
<td>PM</td>
<td>• Guidelines and procedures in place by December 2015</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Five new MPAs established as per MPA guidelines by June, 2019</td>
<td>PM</td>
<td>• Five new MPAs established as per MPA guidelines by June, 2019</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• MPRU contingency plan to mitigate unforeseen disasters developed by June 2016</td>
<td>PM/WIC/PCW</td>
<td>• MPRU contingency plan in place and operational by July, 2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• MPRU Business Plan developed by December 2016</td>
<td>WICs/PPTW</td>
<td>• Business Plan in place and operational by December 2016</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Priority working facilities identified and procured by June, 2015</td>
<td>WICs/PPMO</td>
<td>• Annual procurement plan in place and operational by March, 2016</td>
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<tr>
<td></td>
<td>• Staff trained in negotiations, project formulation and fund raising skills by June 2016</td>
<td>PMMAO/PPMO/PWPW</td>
<td>• At least 5 staff trained in negotiations and fund raising skills by June 2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Ten park staff and 50 local community members trained on visitors management by June 2019</td>
<td>PMMAO/PMW</td>
<td>• At least 10 staff trained on data base management by December 2016</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Five new MPAs established as per MPA guidelines by June, 2019</td>
<td>PM</td>
<td>• Five new MPAs established as per MPA guidelines by June, 2019</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• MPRU contingency plan to mitigate unforeseen disasters developed by June 2016</td>
<td>PM/WIC/PCW</td>
<td>• MPRU contingency plan in place and operational by July, 2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Marine Protected Areas (MPAs) established by June 2016</td>
<td>WICs/PMO</td>
<td>• Marine Protected Areas (MPAs) in place and key positions manned by December 2015</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Guidelines and procedures for establishment of new MPAs developed by June 2015</td>
<td>PM</td>
<td>• Guidelines and procedures in place by December 2015</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Five new MPAs established as per MPA guidelines by June, 2019</td>
<td>PM</td>
<td>• Five new MPAs established as per MPA guidelines by June, 2019</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• MPRU contingency plan to mitigate unforeseen disasters developed by June 2016</td>
<td>PM/WIC/PCW</td>
<td>• MPRU contingency plan in place and operational by July, 2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Marine Protected Areas (MPAs) established by June 2016</td>
<td>WICs/PMO</td>
<td>• Marine Protected Areas (MPAs) in place and key positions manned by December 2015</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Guidelines and procedures for establishment of new MPAs developed by June 2015</td>
<td>PM</td>
<td>• Guidelines and procedures in place by December 2015</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Five new MPAs established as per MPA guidelines by June, 2019</td>
<td>PM</td>
<td>• Five new MPAs established as per MPA guidelines by June, 2019</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• MPRU contingency plan to mitigate unforeseen disasters developed by June 2016</td>
<td>PM/WIC/PCW</td>
<td>• MPRU contingency plan in place and operational by July, 2017</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Marine Protected Areas (MPAs) established by June 2016</td>
<td>WICs/PMO</td>
<td>• Marine Protected Areas (MPAs) in place and key positions manned by December 2015</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Guidelines and procedures for establishment of new MPAs developed by June 2015</td>
<td>PM</td>
<td>• Guidelines and procedures in place by December 2015</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Five new MPAs established as per MPA guidelines by June, 2019</td>
<td>PM</td>
<td>• Five new MPAs established as per MPA guidelines by June, 2019</td>
<td></td>
</tr>
</tbody>
</table>
### KRA 3: FINANCIAL MOBILISATION AND MARKETING

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Strategy</th>
<th>Target</th>
<th>Responsible Party</th>
<th>Key Performance Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial mobilization and marketing improved</td>
<td>Financial sustainability for MPAs developed</td>
<td>• Financial sustainability strategy developed by June 2016</td>
<td>PW/PFMO</td>
<td>• Financial sustainability Strategy in place and operational by December 2016</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Business Plan developed by December, 2016</td>
<td>PW/PFMO/PTW</td>
<td>• Business Plan in place and operational by June 2017</td>
</tr>
<tr>
<td></td>
<td>Computerise MPRU financial accounting system</td>
<td>• MPRU financial accounting system fully computerised by June 2015</td>
<td>PW/PFMO</td>
<td>• Computerized accounting system in place and fully operational by September, 2015</td>
</tr>
<tr>
<td></td>
<td>Develop funding proposals for MPAs</td>
<td>• Funding proposals for MPAs developed by June 2015</td>
<td>PW/PFMO</td>
<td>• Three funding proposals submitted to donors by June, 2016</td>
</tr>
<tr>
<td></td>
<td>Enhance revenue collection in MPAs</td>
<td>• Agents for collecting user fees in MPAs engaged annually.</td>
<td>PFMD/WICs</td>
<td>• At least 10 agents commissioned annually</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Electronic payment system implemented by July 2014</td>
<td>PFMD/PW/WIC</td>
<td>• At least 3 POS (Point of sale) machine and e-commerce system in place and operational by September, 2014</td>
</tr>
<tr>
<td></td>
<td>Improve the Investment Guidelines in MPAs</td>
<td>• Investment Guidelines for MPRs updated by June 2015</td>
<td>PW</td>
<td>• Updated Investment Guidelines in place and operational by June, 2016</td>
</tr>
<tr>
<td></td>
<td>Develop and promote Tourism activities in MPAs</td>
<td>• Small-scale eco-tourism activities for local communities identified and strengthened by December, 2015.</td>
<td>PW/PTW</td>
<td>• 15 Small-scale eco-tourism activities and services strengthened by December, 2015</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Marketing and promotional materials produced by June, 2015</td>
<td>PW/PTW</td>
<td>• Marketing and promotional materials in place and distributed by September, 2015</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Tourism infrastructure e.g. nature trails and mooring buoys, piers, etc. developed and maintained</td>
<td>PW/PTW</td>
<td>• Tourism and infrastructure developed and maintained annually</td>
</tr>
</tbody>
</table>

### KRA 4: INFORMATION, EDUCATION AND COMMUNICATION

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Strategic</th>
<th>Targets</th>
<th>Responsible Party</th>
<th>Key Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase public awareness on MPRUs conservation responsibilities</td>
<td>Collaborative environmental education and awareness program developed</td>
<td>• Environmental education and awareness program in place and operational by June, 2016</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>and technology improved</td>
<td>• Client Service Charter for MPRU developed by June 2015</td>
<td>PMMAO/PTW/PWCI</td>
<td>• MPRU Client Service Charter in place and operational by December 2015</td>
</tr>
<tr>
<td></td>
<td>Improve communication of MPRU information to stakeholders</td>
<td>• Reward scheme for stakeholders who have contributed to the performance of MPRU objectives developed by June 2015</td>
<td>WIC/PWCI</td>
<td>• A reward scheme in place and operational by December 2015</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• MPRU communication strategy developed by December 2014</td>
<td>PWCI</td>
<td>• MPRU communication strategy in place by March, 2015</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• MPRU data base improved by June 2015</td>
<td>PWCI</td>
<td>• A database in place and fully operational by January 2016</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Library facilities improved by December 2014</td>
<td>PWCI</td>
<td>• Library in place and fully operational by March, 2015</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Promotional materials including newsletters, brochures, leaflets and posters in different languages produced and distributed regularly</td>
<td>PTW/PWCI</td>
<td>• 3000 copies for promotional materials produced and distributed annually</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Feedback mechanism from readers of the MPRUs promotional materials established by December 2015</td>
<td>PWCI</td>
<td>• Feedback mechanism in place and operational by December 2016</td>
</tr>
</tbody>
</table>
KRA 5: RESEARCH AND MONITORING

<table>
<thead>
<tr>
<th>Objective</th>
<th>Strategy</th>
<th>Target</th>
<th>Responsible Party</th>
<th>Key Performance Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research and monitoring facilitated.</td>
<td>Identify and develop MPRU’s research priorities</td>
<td>MPRU’s research priorities identified by June 2015</td>
<td>PW/WIC</td>
<td>Research priorities in place by November 2015</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Manual for implementing MPRU’s research priorities produced by June 2016</td>
<td>PCW/PW</td>
<td>Implementation manual for MPRU’s research priorities in place and operational by September, 2016</td>
</tr>
<tr>
<td>Build research capacity for the MPRU personnel</td>
<td>Additional field research centres established and facilitated by June 2016</td>
<td>PW/WICs</td>
<td>3 more research centres in place by June 2018</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Research and monitoring staff recruited at MPRU’s HQ by September 2015</td>
<td>PMMAO</td>
<td>Research and monitoring staff in place by December 2015</td>
<td></td>
</tr>
<tr>
<td></td>
<td>IT person for MPRU HQ recruited by December 2015</td>
<td>PMMAO</td>
<td>IT person in place by March, 2016</td>
<td></td>
</tr>
<tr>
<td>Update resource and socio-economic database regularly</td>
<td>Bio-physical and socio-economic data updated annually</td>
<td>PCW/WICs</td>
<td>Biophysical and socio-economic reports produced annually</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Standard monitoring and evaluation guidelines for MPRUs developed by December 2015</td>
<td>PW</td>
<td>Harmonised monitoring and evaluation reports produced by each marine park/reserve annually</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Resource management effectiveness study conducted after every 2.5 years from July, 2014</td>
<td>WICs/PW</td>
<td>Effective resource management reports produced by each marine park/reserve in every 2.5 years</td>
<td></td>
</tr>
<tr>
<td>Disseminate research and monitoring findings</td>
<td>Stakeholders workshops almanac produced by December 2014</td>
<td>WIC</td>
<td>Almanac in place by June 2015</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Research findings published and disseminated annually</td>
<td>WIC</td>
<td>5 published and disseminated research findings produced annually</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Research and monitoring findings strengthened and adapted regularly</td>
<td>PW/WICs</td>
<td>Adaptive resource management system improved regularly</td>
<td></td>
</tr>
</tbody>
</table>

CHAPTER SEVEN

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 output. 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 and give feedback.

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 MPRs 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, a Strategic plan and implementation Committee will coordinate activities related to the implementation of the Strategic Plan. 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 in collaboration with the Park and Reserves 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 departmental annual work plans will have to be drawn from the planned activities for the first year in the main Strategic Plan document. Likewise, the Warden in-Charges will do the same on the basis of their respective General Management Plans (GMPs).

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 or any other agreed format will take on board all the activities provided under Table 6.1 and thus funding from the Government, CDTF 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 MSPIC. The Strategic Planning and Implementation Committee will periodically audit the implementation of the plan.

The MPRU Planning and Policy Warden shall:

(i) Prepare and issue monitoring and reporting guidelines to all officials who will be involved in the implementation and audit exercise as approved by MSPIC. 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 at the HQ level and Warden In-Charges in the centres.

(ii) Monitoring and Evaluation roles and responsibilities to be played by the Unit and its departments.

The departments and MPRs centres 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 centres will follow suit later on. Each department and a centre 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 implementing the Strategic Plan. Three major methods will be used by the MSPIC:

(i) Preparation of detailed annual operational plans which shall be linked to MTEF or any other agreed format 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.

(ii) Physical observations and interviews/discussions between the MSPIC and the various stakeholders to get informed insights and clarifications. A field observation schedule will be prepared by MSPIC before making the physical observations.

(iii) 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

Monitoring reports from departments and field centres will comprise:

(i) A narrative strategic plan implementation report including a summary table which is recommended as shown in Tables 7.1 and 7.2 prepared quarterly and annually.

(ii) 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.

The reports from the MSPIC shall include the following:

• Quarterly 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

All progress reports will be prepared on quarterly basis and an annual report will be submitted in the end of the financial year. Reports from field centres and departments from the Head Office shall be submitted to the planning department for consolidation. The consolidated progress report shall be submitted to the CEO for further action.

7.3 Evaluation

There will be two types of evaluation of the Strategic Planning Process. Once after two and half years using internal evaluators, and another one after five years using an external evaluation team working with internal evaluators.

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,
• Determining whether the implementation is facing any problems that need immediate or long-term solutions,

The MSPIC shall prepare clear and comprehensive terms of reference to guide both evaluations. The To Rs 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 usually be 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 MSPIC and appointed by the Manager while the MPRU Board shall approve the external evaluation team.

The final evaluation report (after five years) will lead to the review of the strategic plan to produce a new one.

7.4 Review of the MPRU Strategic Plan

The MPRU strategic plan shall be reviewed and rolled after every five years. The review will be based on the internal and external review recommendations, which will be held after every two and a half years and five years respectively. It should be noted that the aspect of rolling forward of the plan will make the plan to become dynamic as it will always take on board achievements/developments made both internally and externally. However, the Plan will also take on board issues which were not well implemented in the previous strategic plan for improvement.

Table 7.1: Progress report on the implementation of the strategic plan for the period covering from-------------------------to----------------------------------------

<table>
<thead>
<tr>
<th>Strategic Objective</th>
<th>Planned Achievements</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Planned target</td>
<td>Performed activities</td>
</tr>
</tbody>
</table>

Table 7.2: Financial progress report on the implementation of the strategic plan for the period covering from-------------------------to---------------------------------

<table>
<thead>
<tr>
<th>S/NO</th>
<th>Planned activities</th>
<th>Budget</th>
<th>Actual expenditure (Tsh)</th>
<th>Variance (Tsh)</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Previous quarters (Tsh)</td>
<td>Current quarter (Tsh)</td>
<td>Total Tsh</td>
</tr>
</tbody>
</table>

(Footnotes)
1 URT (VPO); National Strategy for Growth and Reduction of Poverty, final draft, January, 2005
2 URT; National Environmental Policy, VPO, December, 1997