

THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF LIVESTOCK AND FISHERIES



BOARD OF TRUSTEES FOR MARINE PARKS
AND RESERVES TANZANIA

MARINE PARKS AND RESERVES STRATEGIC PLAN
FOR 2023/24 – 2027/28

APRIL, 2023

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STATEMENT FROM THE BOARD OF TRUSTEES CHAIRPERSON

The Government of the United Republic of Tanzania on attaining its independence in 1961 resolved to develop its people through planned and integrated utilization 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, and the guiding principles for institutions created to steward the management (conservation and utilization) of the resources 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 our valued stakeholders.

To meet this challenging task, the Board has developed its new Strategic Plan that charts out the course of the future. The Board is pleased with the Strategic direction and vision of the MPRU and the strategies set out to achieve broad institutional goals. The Strategy development was process was consultative and included input from various engagements with internal and external stakeholders. We thank you all and invite you, our valued stakeholders to join us on this journey and identify areas where we can collaborate or create new partnership.

The MPRU Board of Trustee wish to reiterate its commitment and readiness to our collaboration and partnership. The MPRU Management have played a

crucial role in this process and I am grateful for their dedication and commitment.

I also wish to express my gratitude to the Government of the United Republic of Tanzania and development partners for their support during the preparation of this plan. Therefore, 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 unwavering support in complementing our continuing efforts to conserve marine resources for the benefits of present and future generations.

.....

Dr. Eng. Bonaventure T. Baya
Chairperson of the Board of Trustees
Marine Parks and Reserves Unit
Dar es Salaam, January, 2023

STATEMENT FROM THE UNIT MANAGER

The Strategic Plan for 2023/24 – 2027/28 strives to achieve an ambition vision of the Board of Trustees for the Marine Parks and Reserves Unit focusing to; ***“effectively Managed MPAs to ensure healthy and resilient ecosystems for sustainable resources use, improved livelihood and economic growth”***

The development of this Strategic Plan was led by MPRU Task Force composed of nine (9) members, five (5) from Marine Parks and Reserves Unit (MPRU), One (1) from Fisheries Education and Training Agency (FETA), One (1) from Ministry of Livestock and Fisheries (MLF) and Two (2) from Wildlife Conservation Services (WCS). Consultation process was extended to a wide range of stakeholders including Board Members, local community members, MPRU staff, Ministry of Livestock and Fisheries (MLF) staff and other principal stakeholders. The Strategic Plan was reviewed by three experts from the fields related to management of natural resources.

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 National guidelines for Strategic Plan preparation. The quality and comprehensiveness of this plan is attributed to all stakeholders who took part in one way or another during its development process.

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 participation and endurance throughout the development process. My special thanks goes to WCS staff for the devotion and financially facilitating the process leading to the timely completion of this plan.

It is my sincere hope that the commitment shown by all stakeholders will be extended to the Unit during its implementation phase that lies ahead.

.....

Dr. I. S. Semesi

Manager, MPRU

Dar es Salaam, January, 2023

EXECUTIVE SUMMARY

The MPRU Strategic Plan 2023/24 – 2027/28 replaces the previous one which was supposed to be implemented from 2014 to 2019, but due to unavoidable reasons it was extended to 2022. Besides phasing out of the previous Strategic Plan, rationale for developing the current Strategic Plan include; i) change of the Policies and other national, regional, and global development initiatives, ii) the need to implement the Fisheries Policy of 2015 and Fisheries Sector Master Plan of 2021/22-2036/37, iii) the need to conform to Public Sector Reforms, iv) the National Five-Year Development Plan, v) the Ruling Party Election Manifesto 2020/25, vi) the need to accommodate Regional and International Protocols, Agreements, MoUs and Conventions, and vii) the need to respond to new and emerging global threats.

The development of the Marine Parks and Reserves Strategic Plan also fulfills the government requirement of every organization to have a five years' rolling strategic plan that provides management, the roadmap to align the organization's functional activities to achieve set goals. Through this Strategic Plan, MPRU management, staff and key stakeholders have define their vision and mission for the future and identified their organization's goals and objectives.

The process of reviewing the Strategic Plan (2014 - 2019) and developing the current one was participatory, involving stakeholders from different MPAs operating under auspices of the MPRU. The review outlined the success attained and challenges encountered during implementation of the previous

Strategic Plan. Other steps included; stakeholders mapping and identification, inception meeting for reviewing the Draft Strategic Plan and presenting the proposed objectives, and a consultative participatory approach involving representatives of all stakeholders from each park and reserve. During consultation meetings, environmental and management issues were identified and prioritized by stakeholders.

In order to fulfill its current obligations, MPRU changed its vision and mission to be; effectively Managed MPAs to ensure healthy and resilient ecosystems for sustainable resources use, improved livelihood and economic growth, and to establish and manage Tanzania MPAs for sustainable use through participatory and innovative approach respectively. A total of seven (7) objectives and their strategic interventions, targets and indicators were developed to address the identified issues. Those objectives include:

- i. HIV/ AIDS Infections and Non-Communicable Diseases Reduced and Supportive Services Improved.
- ii. National Anti-Corruption Strategy and Action Plan Enhanced and Sustained.
- iii. Institutional Capacity and Infrastructure Development for Services Delivery Improved.
- iv. Marine Ecological Systems, Processes, and Associated Biodiversity Management Improved.
- v. Socio-Economic Development, Culture and Tourism Promoted.
- vi. Resource Mobilization and Financial Management Practices Improved.
- vii. MPAs Participatory Management Improved.

The last critical area regarding this strategic Plan is result framework which include; purpose and structure, developmental objective, strategic plan matrix, beneficiaries of MPRU services, linkage with National Planning Frameworks, results chain with its framework matrix and reviews, monitoring and evaluation plans. If financial resources will be available and this Strategic

plan well implemented, MPRU stands to make great contribution to sustainable utilization and conservation of Tanzania's' rich marine habitats and resources.

ABBREVIATIONS AND ACRONYMS

AU	-	African Union
BP	-	Business Plan
BoTs	-	Board of Trustees
CAG	-	Controller and Auditor General
CBD	-	Convention of Biological Diversity
CBOs	-	Community Based Organizations
CEO	-	Chief Executive Officer
CSOs	-	Civil Society Organisations
COMESA	-	Common Market for Eastern and Southern Africa
EACOP	-	East Africa Crude Oil Pipeline
EAC	-	East African Community
EIA	-	Environmental Impact Assessment
FETA	-	Fisheries Education and Training Agency
FYDP	-	Five Year Development Plan
GDP	-	<i>Gross Domestic Product</i>
GePG	-	Government Electronic Payment Getaway
GMPs	-	General Management Plans
HIV/AIDS	-	Human Immuno-Deficiency Virus / Acquired Immune Deficiency Syndrome
HQs	-	Headquarters
ICT	-	Information Communication Technology
IMET	-	Integrated Management Effectiveness Tool
IUCN	-	The International Union for Conservation of Nature
IPSAS	-	International Public Sector Accounting Standards
KRAs	-	Key Result Areas

LGAs	-	Local Government Authority
OPRAS	-	Open Performance Review Appraisal System
M & E	-	Monitoring and Evaluation
MEA	-	Management Effectiveness Assessment
MDAs	-	Ministries, Independent Departments and Agencies
MBREMP	-	Mnazi Bay – Ruvuma Estuary Marine Park
MIMP	-	Mafia Island Marine Park
MLF	-	Ministry of Livestock and Fisheries
MoFP	-	Ministry of Finance and Planning
MoU	-	Memorandum of Understanding
MNRT	-	Ministry of Natural Resources and Tourism
MPAs	-	Marine Protected Areas
MPRs	-	Marine Parks and Reserves
MPRU	-	Marine Parks and Reserves Unit
MPRs	-	Marie Parks and Reserves
MUSE	-	Computerized Accounting System
MSPIC	-	Strategic Planning and Implementation Committee
MTEF	-	Medium Term Expenditure Framework
MTPBG	-	Medium - Term Planning and Budgeting Guidelines
MTPBM	-	Medium -Term Planning and Budgeting Manual
NACSAP	-	National Anti-Corruption Strategy and Action Plan
NGOs	-	Non-Governmental Organizations
NAOT	-	National Audit Office of Tanzania
NSGRP	-	National Strategy for Growth and Reduction of Poverty

M&E	-	Monitoring and Evaluation
POS	-	Post of Sale
PMO	-	Prime Minister's Office
PSRP	-	Public Sector Reform Program
PPP	-	Public Private Partnership
SADC	-	Southern Africa Development Countries
SDGs	-	Sustainable Development Goals
SIGA	-	Supplementary Income Generating Activities
SP	-	Strategic Plan
SWOC	-	Strength, Weakness, Opportunity and Challenge
TACMP	-	Tanga Coelacanth Marine Park
TBCA	-	Tran's boundary Conservation Area
TDV	-	Tanzania Development Vision
TMRs	-	Tanga Marine Reserve System
ToR	-	Terms of Reference
VLCs	-	Village Liaison Committees
UN	-	United Nations
UNAIDS	-	United Nations Program on HIV/AIDS
UM	-	Unit Manager
WIC	-	Warden In-Charge
WIOSA	-	Western Indian Ocean Scientist Association
WWF	-	World Wide Fund for Nature

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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background Information

Marine Protected Areas (MPAs) are critical tools for protection and maintenance of ecological systems and associated biodiversity, on which human livelihood and welfare depends upon. Traditionally, MPAs were designed as a Fishery Management tool with aim of enhancing biological conservation and reduce fishery losses or even increase fishery yields and profits.

The MPAs have several unique features that make them particularly suitable for the delivery of a wide range of ecosystem services including food and water security, physical and mental health services, disaster risk reduction, mitigating and adapting to climate change, culture and tourism, and most importantly a source of government revenue. MPAs functions are most effectively if integrated with other land uses in a coordinated and coherent manner.

The history of Marine Protected Areas in Tanzania dates back in the mid-1970s when eight (8) sites were gazetted as marine reserves under the Fisheries Act No. 6 of 1970. However, there was no dedicated management mechanism to effectively manage those areas. It was not until 1994 that the Marine Parks and Reserves Unit (MPRU) was established by Parliamentary Act No. 29. The MPRU is a semi-autonomous Government Institution charged with establishing, developing, managing and administering Marine Parks and Reserves in mainland Tanzania. The MPRU operates under the Board of Trustees (BoTs) which oversees the implementation of its activities.

The BoTs is under the auspices of the Ministry of Livestock and Fisheries (MLF).

Currently, there are 18 Marine Protected Areas (MPAs) which include three (3) Marine Parks (multiple use areas) and 15 Marine Reserves (no-take areas, where extractive use of resources is strictly prohibited) Shown in Figure 1. The Marine Parks are Mafia Island Marine Park (MIMP) gazetted in 1995, Mnazi Bay Ruvuma Estuary Marine Park (MBREMP) gazetted in 2000 and Tanga Coelacanth Marine Park (TACMP) gazetted in 2009.

The marine reserves are:

- **Dar es salaam Marine Reserves System:** comprising the islands of Bongoyo, Pangavini, Mbudya, Kendwa Makatube, Sinda and Funguyasini
- **Tanga Marine Reserves System:** which comprises islands of Kirui, Kwale, Mwewe, Ulenge and Maziwe.
- **Mafia Marine Reserves:** including islands of Shungimbili, Mbarakuni and Nyororo.

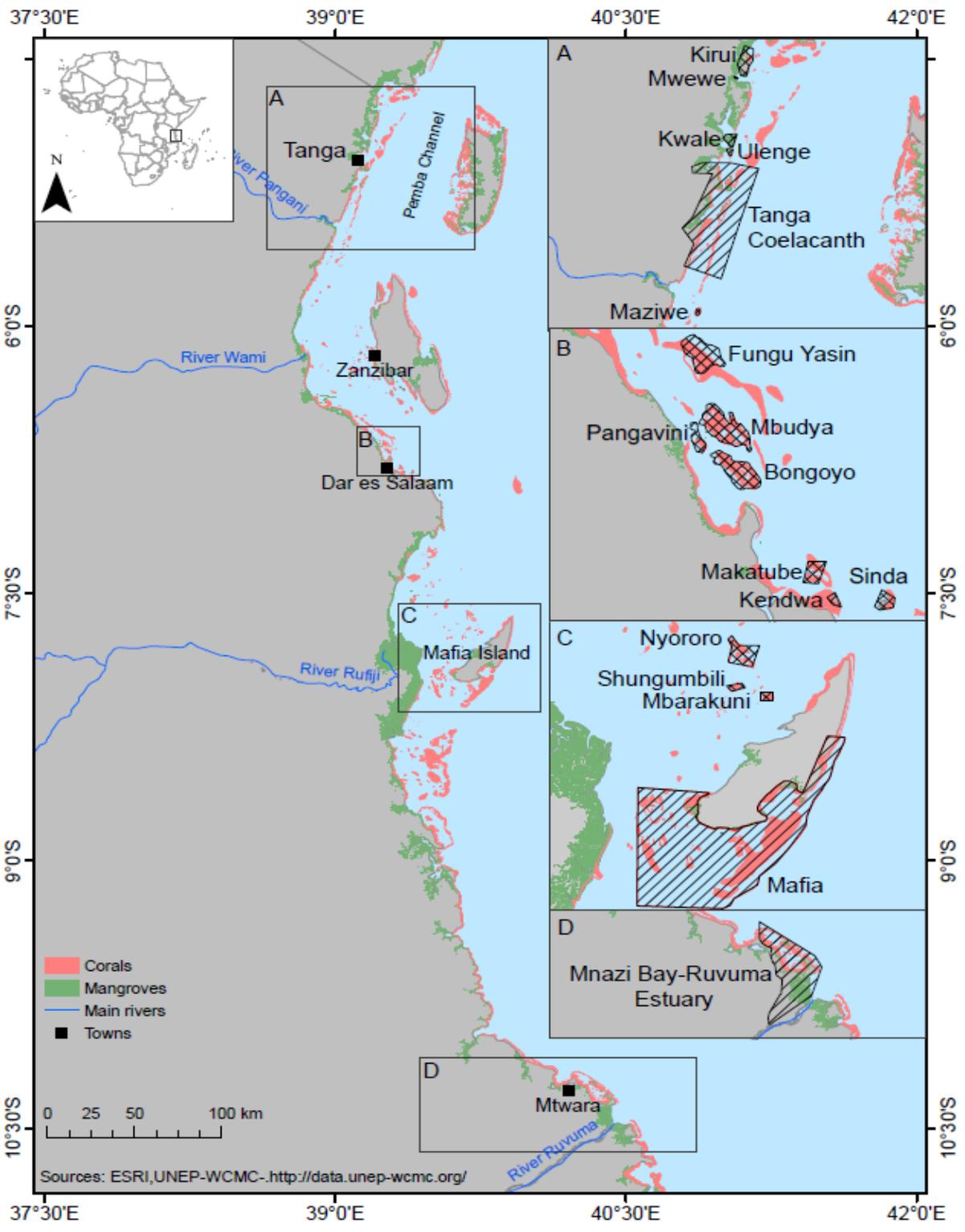


Figure 1: Map of the Tanzanian Mainland Marine Protected Areas

1.2 Roles and Functions of MPRU

The roles and functions of the Unit are provided in **Part VI Sect. 10 (a – f)** of the Marine Parks and Reserves Act No. 29 of 1994.

1.2.1 The roles

- a. to protect, conserve and restore species and genetic diversity of living and non-living marine resources and the ecosystem processes of marine and coastal areas;
- b. to stimulate rational development of underutilized natural resources;
- c. to manage marine and coastal areas so as to promote sustainability of existing resource use, and recovery of areas and resources that have been over-exploited or otherwise damaged;
- d. to ensure that villages and other local resident users in the vicinity of, or dependent on, marine parks or reserves, share in the benefits operation of the protected areas, and have priority in the resource use and economic opportunities afforded by the established by the marine park or reserve;
- e. to promote community-oriented education and dissemination of information concerning conservation and sustainable use of marine parks and reserves; and
- f. to facilitate research and to monitor resource conditions and uses within the marine park and reserves.

1.2.2 The functions

The functions of the Unit are provided under **Part II 3 (3) (a-e)** of the Marine Parks and Reserves Act No.29 of 1994 as follows:

- a. to establish and monitor the control, management and administration of marine parks and reserves;

- b. to seek funds for the establishment and development of marine parks and reserves;
- c. to expand such funds in the furtherance of the establishment and development of marine parks and reserves;
- d. to implement and enforce the provisions of this Act and subsidiary legislations pursuant to Section 18 and 38 of the Act; and
- e. to do all such other things which are necessary and within the powers of the Unit.

1.3 Purpose and Rationale of the Strategic Plan

1.3.1 Purpose of the Strategic Plan

The Strategic Plan defines the roadmap and the strategies needed to achieve objectives and targets for the next five (5) years (2023/24 – 2027/28), guiding the Unit toward its vision. It also provides guidance during the plan and budget preparation and preparation of General Management Plans (GMPs) for specific individual Marine Parks and Marine Reserves. The plan will be a useful tool for resource mobilization, allocation, utilization, performance monitoring and evaluation. It is a communication and information-sharing tool between MPRU and its stakeholders.

There are some principles that sets the ecological fundamental for the Strategic Plan. They include; biosphere, ecosystems in balance, are a requirement for permitting sustainable social and economic development. Illustration of the SDGs, demonstrating the dependency of functioning ecosystems to be able to develop long term sustainable activities to improve human wellbeing is presented in Figure 2. To attain the intended SDGs goals and targets as well as SP objectives other management principles should be accounted which includes

ecosystem approach and precautionary principle. The MPRU Strategic Plan shall promote use of natural resources but cannot risk the carrying capacity of ecosystems.

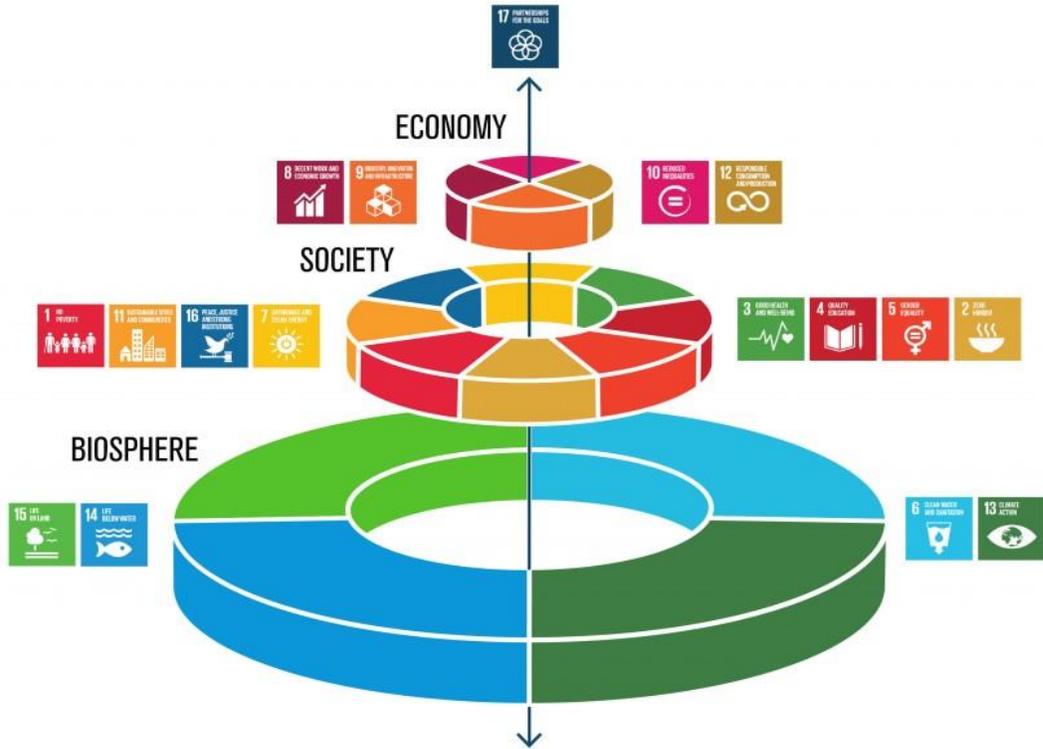


Figure 2: SDGs, for long term sustainable and improve human wellbeing

1.3.2 Rationale for developing the strategic plan:

The rationale for developing the Plan stems from the following factors:

- i. **Phasing out of the previous SP (2014 – 2019):** The Plan came out to an end in 2019. Hence, there was a need to review and develop a new comprehensive SP to guide the management and development of the Institution.
- ii. **Change of the Policies and other national, regional, and global development initiatives:** This is due to local and international changes, including policies, strategies, institutional setup as well as environmental changes, which have made it difficult to coordinate and manage responsibilities in the conservation to achieve sustainable utilization of the resources.
- iii. **The need to implement the Fisheries Policy of 2015 and Fisheries Sector Master Plan of 2021/22-2036/37:** The MPRU requires a dynamic Plan for the implementation of the recently developed Fisheries Policy (2015) and the Fisheries Sector Master Plan (2021/22 – 2036/37). Both documents guide what should be done by MPRU in protection of marine resources to fulfil intended obligations.
- iv. **The need to conform to Public Sector Reforms:** Strategic initiatives are needed to transform the natural resources sectors to embrace recently and on-going Public Sector Reforms Programs.
- v. **The National Five-Year Development Plan:** The plan highlights transformation of the fisheries sector by modernizing it through

intensification of the blue economy potentials in both marine and freshwaters. Specifically, the areas which will be dealt with include; i) conservation of marine and freshwater fisheries protected areas, ii) protection of critical habitats and conservation of endangered and threatened aquatic species, and iii) promotion of eco-tourism in fisheries marine protected areas.

- vi. **The Ruling Party Election Manifesto 2020/25:** The Election Manifesto focuses on tackling climate change through regional and international sources; increase the sale of value added products in order to increase foreign currency to satisfy the need for importation of products needed for major products; and to grow the service sector especially, fisheries and tourism so as to increase its contribution to earned foreign currency and the national economy.
- vii. **The need to accommodate Regional and International Protocols, Agreements, MoUs and Conventions:** One of the priorities of the MPRU is to implement conservation activities which complies with the Regional and Global agendas and initiatives such as SDGs and others.
- viii. **The need to respond to new and emerging global threats:** The potential impacts of climate change should be assessed and actions should be taken to mitigate its effects at national and local levels.

1.4 Methodology

The development of the Strategic Plan started with reviewing of the previous Strategic Plan (2014 – 2019) and development of the draft MPRU Strategic Management Plan. The review process involved extensive literature reviews and establishment of baseline information's. Various frameworks including the Five Years Development Plan (FYDP III 2021/22 - 2025/26). The Tanzania Development Vision (2025), Fisheries Policy of 2015, National Fisheries Master Plan (2021/2022-2036/2037), the United Nations Sustainable Development Goals (SDGs) and other Regional and International Conventions ratified by the government were consulted.

The next step on the reviewing process, was a broader stakeholders mapping and identification, followed by inception meeting for reviewing the Draft Strategic Plan and presenting the proposed objectives. Thereafter, a consultative participatory approach involving representatives of all stakeholders from each parks/reserves were conducted. During consultation meetings, management issues were identified and prioritized by stakeholders. A number of task force meetings were conducted for review and analysis of the park-specific consultation information and the results were integrated to the Draft Strategic Plan.

The draft strategic plan was presented to the Board of Trustees for endorsement. As a step to build ownership of the plan, a broader stakeholders meeting was conducted to present the Final Draft Strategic Plan for validation purpose. Stakeholders' comments were

reviewed and integrated into the plan before production of the Final Strategic Plan.

1.5 Layout of the Strategic Plan

This Plan is presented in four (4) chapters. Chapter one (1) introduces the Strategic Plan, while chapter two (2) provides a situation analysis. Chapter three (3) covers vision, mission, core values, objectives, strategies, targets, and key performance indicators and chapter four (4) provides the results framework.

CHAPTER TWO

2.0 SITUATION ANALYSIS

2.1 Preamble

This chapter covers MPRU's summarized information pertaining to the previous Vision, and Mission, and previous set Objectives, the performance review, stakeholders and SWOC analysis, identification of critical issues, and current initiatives.

Previous Vision

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

2.2 Previous Mission

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

2.3 Previous Set of Objectives

- i. enabling environment for smooth operation of MPRU created;
- ii. biodiversity, cultural resources, and ecosystem processes conserved;
- iii. financial mobilization and marketing improved;
- iv. information, communication, education, and technology improved;
- and
- v. research and monitoring facilitated.

2.4 Performance Review of Previous Strategic Plan 2014 – 2019

Performance review of the previous five-year strategic plan 2014 – 2019 of the MPRU helped to assess the level of performance by highlighting key success factors and identifying potential performance

obstacles. This evaluation also gives lessons to the next five years' strategic plan on various issues of the importance which the MPRU needs to take into account in order to assure maximum achievements of vision, Mission, objectives, strategies, and targets. Details of the performance matrix are stipulated in **Table 1**.

2.4.1 General observations on status of MPAs

In general, field observations have revealed that the marine protected areas in Tanzania has the highest live coral cover and diversity (Obura 2004). Live coral cover of over 40% was common across all MPAs. For a functional coral reef, a threshold live cover of 25% is recommended, below which a coral reef is considered threatened and in need of urgent management measures. . The number of reef coral species is more than 273 in 63 genera and over 15 families. The coral reefs are distributed throughout the Tanzania coast and they are estimated to cover about 3,580 km² (Spalding et al. 2001). About 14% of coral reefs are in Marine Protected Areas (MPAs). The Mafia Island Marine Park has the highest coral reef areas cover, followed by Mnazi bay Ruvuma Estuaries Marine Park, Tanga Coelacanth and Dar es Salaam Marine Reserves system. The health condition and diversity of other key ecosystems namely mangrove and sea grass in MPAs are evaluated to be high and favorable for ecosystem services (**Appendix 2**).

This strategic plan is structured to address conservation and several Sustainable Development goals (SGDs) particularly Goal 14, various international treaties and agreements which are customized in local plans including the *Convention on International Trade in Endangered Species of Wild Fauna and Flora*, signed in Washington on 03/03/1973 (CITES; www.cites.org); the *Convention on Migratory Species*, signed

in Bonn on 23/06/79 (CMS); *the Ramsar Convention of Wetlands*, signed in Ramsar on 02/02/1971 (Ramsar); the *Convention on Biological Diversity* (Biodiv), signed in Rio de Janeiro on 05/06/1992; UN Agenda 2030, and the 2020 Aichi targets of the CBD among others.

MPAs in Tanzania is a home for critically endangered, threatened and protected species (ETPs) as detailed in respective MPA General Management Plans including the internationally recognized priority target for conservation of the critically endangered African Coelacanth (*Latimeria chalumnae*) in Tanga Coelacanth Marine Park and *Chelonia mydas* (Green) and *Eretmochelyst imbricate* (Hawksbills) Sea turtles has significant breeding populations across MPAs.

Biodiversity is globally declining rapidly due to land use change, climate change, invasive species, over-exploitation and pollution mostly revealed in the 2021 management effectiveness assessment using integrated Management effectiveness tool (IMET).

Marine biodiversity is clearly under threat, and habitat destruction and overexploitation represent the greatest stressors to threatened marine species. Similarly, the management effectiveness assessment revealed less than average score. If this strategic plan implemented well, it is expected improvement of at least ten percent across the six elements (**Figure 3**). (Management context, Planning, Inputs, Process, Outputs and Outcomes) evaluated using the IMET which is adopted for management effectiveness assessment of the marine parks and reserves Unit in Tanzania. Inputs and process scored the least require attention under this plan.

The main stressors/Threats affecting the MPAs in Tanzania (according to the IMET in 2021) was climate change 12%, commercial and residential 12%, use of biological resources 11%, transport and infrastructure 11%, pollution 10%, change in natural system 10%, human disturbances 9%, invasive and challenging species 8% and Energy mining 8% and Agriculture/Aquaculture 7% account for the top ten stressor.

Marine Protected areas in Tanzania are excellent areas for offering a special holiday experience because they have unspoiled natural and peaceful environment. The natural and cultural resources attract various visitors who pay revenues which support conservation of marine resources, they also improve livelihood of the local communities through various transactions.

Tourist Attractions found in Marine Parks and Reserves includes; Mangroves forest in all marine Parks and Reserves, Beaches eg the Msimbati beach in Mtwara, endangered species e.g. dugong, sea turtles, whale Sharks, coelacanth and coconut crabs, coral reefs, various species of Birds, clean or unpolluted water, historical sites of the Kua ruins (MIMP), animals e.g. hippos, whales, fruit bats, various species of fish among others. This has resulted to tremendous increase on tourism visitation in protected areas. For instance, a total of 24,453 tourists were recorded in Marine Protected Areas in 2011/2012 financial years as compared to 53,560 tourists recorded in 2018/2019, this reveal an increase of 29,107 tourists in seven years recorded before the COVID 19.

A brief assessment of the previous strategic plan (2014 – 2019) revealed achievements attained and constraints encountered during its

implementation. Based on the performance of the targets from each objective, the percentage of targets that were fully achieved were 18%, targets that were partially achieved were 49% and the targets not achieved were 33% (**Appendix 1**).

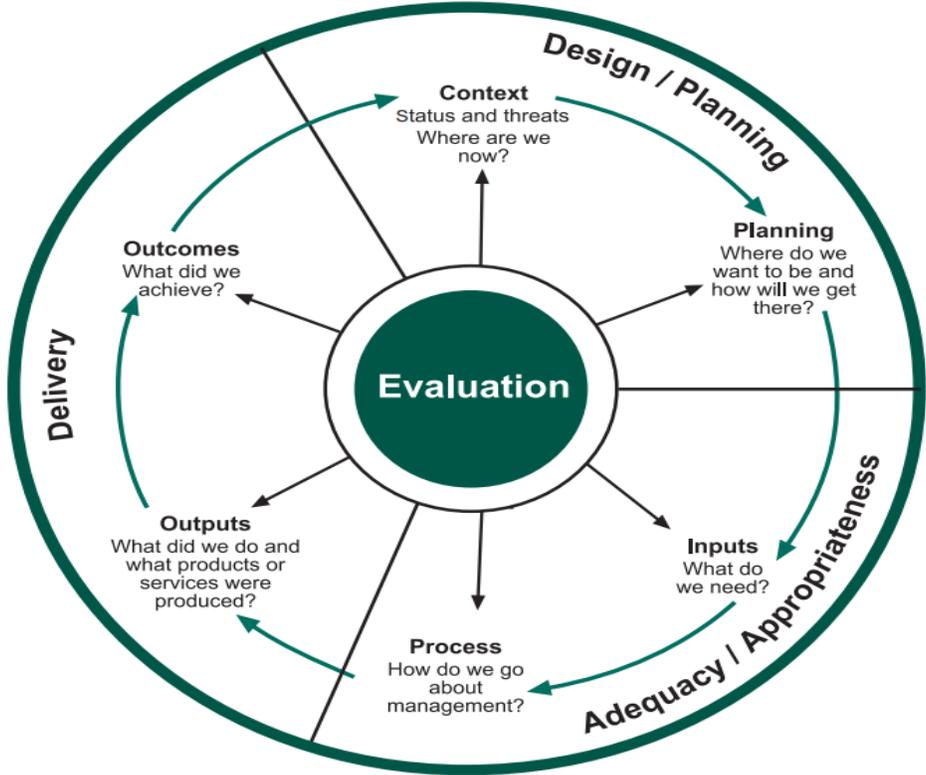


Figure 3: Six elements of the Integrated Management Effectiveness Tool

Table 1: Performance Review Matrix

S/NO.	OBJECTIVE	TARGET	ACHIEVEMENT	CONSTRAINT/ CHALLENGE
1.	Enabling environment for smooth operation of MPRU created	The new Act passed by Parliament by March, 2015.	Not achieved New Act was not passed by Parliament	Delaying in reviewing process
		The new Act translated into Kiswahili and distributed to stakeholders by November 2015.	Not achieved Act was not in place	Its implementation depends on the achievement of the previous target
		Organizational Structure of MPRU reviewed and implemented by June 2015.	Not achieved Organizational Structure of MPRU was not reviewed	Its implement on depends on the achievement of the previous target
		Scheme of Service of MPRU reviewed by June 2015.	Achieved	–
		Key MPRU personnel recruited by November 2015	Partially achieved Few expert was recruited	Delay on the process of acquiring recruitment permits
		Policies and Procedures for maintaining a conducive working environment developed, reviewed and operationalized by December, 2015.	Partially achieved Few policies were developed	Its implementation depends on the achievement of previous targets
		Training needs assessed and training programme developed and operationalized by June 2016.	Partially achieved Few staff trained	Few staff participated in training program due to financial constraints.
		Guidelines to engage volunteers and honorary staff for management of MPRs updated by June 2014.	Not achieved	No longer valid

S/NO.	OBJECTIVE	TARGET	ACHIEVEMENT	CONSTRAINT/ CHALLENGE
		MPRU Business Plan (BP) Developed by June 2015.	Achieved	The BP was developed but not implemented due to inadequate funds.
		Priority working facilities identified and procured by June, 2015.	Partially achieved Priority working facilities identified and less procured	Inadequate funding.
		MPRU staff trained to enhance their skills and knowledge by December 2016.	Partially achieved Few staff trained	Few staff participated in training program due to financial constraints.
		Conservation, monitoring and evaluation skills of stakeholders improved by December, 2015.	Partially achieved	Financial and human resource constraints.
		Participatory resource monitoring and evaluation training programme developed by June 2016	Partially achieved	Financial and human resource constraints.
		Staff trained in negotiations, project formulation and fund-raising skills by June 2016	Not achieved Staff was not trained	Not implemented due to financial constraints.
		Park staff and local communities trained in visitor's management by December 2016	Partially achieved Park staff and local communities was not trained	Financial and human resource constraints.
		MPRU personnel trained in database management by December 2015	Not achieved MPRU personnel was not trained	Financial and human resource constraints.
2.	Biodiversity, cultural resources, and ecosystem processes conserved.	Guidelines and procedures for establishment of new MPRs developed by June 2015	Not achieved. Guidelines and procedures were not developed	Lack of managerial and professional accountability.

S/NO.	OBJECTIVE	TARGET	ACHIEVEMENT	CONSTRAINT/ CHALLENGE
		New MPAs established by June 2016	Not achieved New MPAs were not established	Lack of political support, community participation, available knowledge base.
		Manual for developing GMPs developed by June 2015	Not achieved Manual was not developed	Lack of managerial and professional accountability Inadequate funding
		GMP for each Marine Park and 'Reserve developed by July, 2016	Partially achieved Some GMPs were developed/reviewed	Inadequate funding.
		MPRU contingency plan to mitigate unforeseen disasters developed by June, 2016	Not achieved	Not implemented.
		Surveillance and enforcement maintained regularly	Partially Achieved	Inadequate funding, facilities, and infrastructures.
		Paramilitary Unit to enhance compliance established by December, 2015	Not achieved	Its implementation depends on the review/new MPRU Act.
		Boundaries demarcated and awareness raised by June, 2015	Partially achieved Some park boundaries were demarcated in part of MIMP	Inadequate funding, facilities, and infrastructures.
		Ecotourism management plan in all MPAs developed by June, 2016	Not achieved	Inadequate funding.
		Sea turtle management plan for all MPAs developed by June, 2016	Partially achieved The plan was part of the developed GMPs	Inadequate funding.
		Species-rich habitats identified and maintained by June, 2016	Achieved	Achieved
		Cultural resources in Marine Parks and Reserves identified	Partially achieved	Inadequate funding for the renovation of cultural resources.

S/NO.	OBJECTIVE	TARGET	ACHIEVEMENT	CONSTRAINT/ CHALLENGE
		and maintained by December 2016	Identified but not adequately maintained	Shortage of skilled staff.
		Cultural and traditional values of local communities within MPA identified and documented in each MPA by June, 2016	Partially achieved	Shortage of skilled staff to document cultural and traditional value. Inadequate funding.
		Guidelines for preserving and restoring historical and sacred sites in each MPA developed by December, 2017	Partially achieved	Shortage of skilled staff to document cultural and traditional values. Inadequate funding.
		Conflict management procedures/protocols developed by June, 2018	Not achieved	Shortage of skilled staff to document skill to document. Inadequate funding
		Extension programmes for stakeholders developed by June, 2015	Partially achieved	Inadequate funding to document extension programmes.
		Stakeholders' forum for each marine park/reserve created by December, 2015	Achieved	Poor response of stakeholders in implementing their obligations.
		Modality for cost-benefit sharing for each MPA developed by December, 2016	Partially achieved	Limited revenue collection to some of the MPAs.
		Alternative livelihood sources identified, developed and maintained for each MPA by June, 2018	Partially Achieved	Some of the alternative livelihood activities were not successfully implemented due to lack of sense of ownership of alternative livelihood activities by local communities.
		Village liaison committees and enforcement units strengthened and supported annually.	Partially Achieved	Inadequate funding to support the committees.
		Regular evaluation of general management plans conducted	Not achieved	Inadequate fund to review and evaluate GMP.

S/NO.	OBJECTIVE	TARGET	ACHIEVEMENT	CONSTRAINT/ CHALLENGE
		Board and Advisory committees' meetings conducted regularly	Achieved	Meetings not conducted timely. Inadequate funds for conducting the meeting.
3.	Financial mobilization and marketing improved, 2016	Financial sustainability strategy developed by June, 2016	Not achieved	Inadequate funding.
		Business Plan developed by December, 2016	Achieved	Not applicable
		MPRU financial accounting system fully computerized by June, 2015	Achieved	Not applicable
		Funding proposals for MPAs developed by June, 2015	Achieved	Most of the presented Proposals were not Successful.
		Agents for collecting user fees in MPAs engaged annually.	Not achieved MPRU Staff and HR are engaged	According to rules and regulations Agents are not allowed to collect user fees.
		Electronic payment system implemented by July, 2014	Achieved	No challenge encountered.
		Investment Guidelines for MPRs updated by June, 2015	Not achieved	Insufficient funds for developing new Investment Guidelines.
		Small-scale eco-tourism activities for local communities identified and strengthened by December, 2015.	Partially implemented	Insufficient funds for implementation.
		Marketing and promotional materials produced by June, 2015.	Partially achieved Few Marketing and promotional materials produced	Insufficient funds to support acquiring appropriate technology for marketing promotion. Poor marketing strategies.
		Tourism infrastructure e.g., nature trails and mooring buoys, piers, etc. developed and maintained by December, 2015.	Partially achieved Few nature trails and mooring buoys was prepared	Insufficient funds. Shortage of skilled staff

S/NO.	OBJECTIVE	TARGET	ACHIEVEMENT	CONSTRAINT/ CHALLENGE
4.	Information, communication, education and technology Improved.	Collaborative environmental education and awareness program developed/strengthened by December, 2015.	Partially achieved Few collaborative environmental education and awareness program achieved	Insufficient funds to develop and strengthen the program
		Client Service Charter for MPRU developed by June, 2015	Not achieved	Lack of commitment
		Reward scheme for stakeholders who have contributed to the performance of MPRU objectives developed by June, 2015.	Not Achieved Was inaccurate target	Reward scheme is not in line with government rules and regulations.
		MPRU Communication Strategy developed by December, 2014.	Achieved	Insufficient funds
		MPRU database improved by June, 2015	Partially achieved	Shortage of skilled staff
		Library facilities improved by December, 2014.	Not achieved	Insufficient funds
		Promotional materials including newsletters, brochures, leaflets and posters in different languages produced and distributed regularly.	Partially achieved Few materials was produced	Insufficient funds to support acquiring appropriate technology for production of promotion materials.
		Feedback mechanism from readers of the MPAs promotional materials established by December 2015.	Achieved	Insufficient funds. Shortage of staff.
5.	Research and monitoring facilitated.	MPRs research priorities identified by June, 2015.	Partially achieved Few MPRs research priorities was identified	Insufficient funds. Poor documentation
		Manual for implementing MPRU's research priorities produced by June, 2016.	Partially achieved Draft for Manual for implementing	Inadequate funds

S/NO.	OBJECTIVE	TARGET	ACHIEVEMENT	CONSTRAINT/ CHALLENGE
			MPRU's research priorities were developed	
		Additional field research centers established and facilitated by June, 2016.	Partially achieved Only exist at MIMP	Inadequate funds. Shortage of research facilities
		Research and monitoring staff recruited at MPRU's HQ by September, 2015.	Not achieved Not in line with MPRU Scheme of service	No Scheme of Service for Research staff in MPRU.
		IT staff for MPRU HQ recruited by December, 2015.	Not implemented	Delay of recruitment permit
		Biophysical and socio-economic data updated annually.	Partially achieved Few data exist	Inadequate funds
		Standard monitoring and evaluation guidelines for MPRs developed by December, 2016	Partially achieved evaluation guidelines were not developed	Inadequate funds
		Stakeholders' workshops Almanac produced by December, 2014.	Not achieved Almanac was not produced	Inadequate funds
		Research findings published and disseminated annually.	Partially achieved Few finding published	Inadequate funds
		Research and monitoring findings strengthened and adapted regularly.	Partially achieved Findings was not adopted for management interventions	Shortage of staff

2.5 Stakeholders' Analysis

The management philosophy of MPRU is participatory, whereby stakeholders are involved at different levels of management such as; decision making, planning, implementation, benefit-sharing, monitoring, and evaluation. The identified MPRU stakeholders include; Local Government Authority (LGAs), Ministries, Independent Departments and Agencies (MDAs), Community, Private Sectors, Investors, Media, CBOs, CSOs, NGOs, Development Partners and Regional and International Organizations.

Table 2: Stakeholders Analysis

STAKEHOLDERS	SERVICE/PRODUCT OFFERED	STAKEHOLDERS EXPECTATIONS	POTENTIAL IMPACT IF EXPECTATIONS NOT MET
Ministry, Independent Department and Agencies (MDAs) MLF, MOFP, MNRT, PORALG, NAOT, OTR, Board of Trustees	Sustainable management of natural resources. Financial statement. Performance contract.	Sustainable use of natural resources. Restoration of degraded ecosystem. Enhanced revenue collection systems. Establishment of new MPAs.	Depletion of marine resources. Decrease of revenue accrued from natural resources. Deterioration of community livelihoods (income, food and employment). Low contribution of the Fisheries Sector to GDP.
Private Sector and Investors (PPP)	Investment guideline and code of conducts (do's and don'ts).	Attractive area for investment. Assurance of resource sustainability.	Low level of investments.

STAKEHOLDERS	SERVICE/PRODUCT OFFERED	STAKEHOLDERS EXPECTATIONS	POTENTIAL IMPACT IF EXPECTATIONS NOT MET
	<p>Good infrastructure Business Plan. Safety and security.</p>	<p>Conducive business environment for investment. Good relationship and partnership.</p>	<p>Low or no revenue. Low contribution to GDP. Low or no job opportunities.</p>
<p>Academic and Research Institutions</p>	<p>Learning and research environment. MPA research Plan/agenda. Data collection protocols.</p>	<p>Conducive learning and research environment. Reliable data access.</p>	<p>Low level of practical education on natural resources management. Low comparative advantage in education pertaining natural resources governance. Inability to make accurate assessment/status associated with natural resources. Lack of evidence-based decision making. Non informed decision making Degraded environment for research.</p>
<p>Development Partners</p>	<p>Sustainable management of MPAs</p>	<p>National Sectoral Plans, Annual Budgets, Policies, Strategies and guidelines. Business model for MPAs.</p>	<p>Low level of investment in conservation arena. Low level of cooperation with development partners.</p>

STAKEHOLDERS	SERVICE/PRODUCT OFFERED	STAKEHOLDERS EXPECTATIONS	POTENTIAL IMPACT IF EXPECTATIONS NOT MET
		<p>Sustainable Financing mechanism.</p> <p>Implementation status of ratified International Conventions, Agreements, Protocols and MoUs.</p> <p>Good governance</p> <p>Progress report.</p>	<p>Low engagement in national, regional and international conservation initiatives.</p>
Local Community	<p>Sustainable management of marine ecosystems and associated biodiversity.</p> <p>Support to programmes and projects</p>	<p>Tangible and intangible benefits from MPA resources.</p> <p>Capacity building and awareness raising</p> <p>Sharing of experience and best practices in managing marine resources.</p> <p>Collaborative management resources.</p> <p>Revenue sharing accrued from tourism.</p> <p>Improved livelihoods for communities living within and adjacent to MPAs.</p>	<p>Conflicts among resource users.</p> <p>Unsustainable use of natural resources leading to poverty.</p> <p>Low level of community compliance.</p> <p>Poor relationships between MPAs and Local communities.</p>

STAKEHOLDERS	SERVICE/PRODUCT OFFERED	STAKEHOLDERS EXPECTATIONS	POTENTIAL IMPACT IF EXPECTATIONS NOT MET
		Creation of job opportunities. Preserve culture, norms and values.	
NGOs, Regional and International Bodies	Contributions and Fees. Data, and information.	Participation in meetings/fora. Sectoral plans, policies, strategies and guidance. Compliance to international protocols and conventions. Collaboration and partnership. Transparency and Accountability.	Loss of economic opportunities. Loss of trust and confidence. Poor collaboration and partnership. Low Sectoral contribution to GDP
Tourists and other Customers	Tourism attractions. Information and available resources Safety and security. Client/Customer Service Charter	Pristine environment. Customer care and hospitality. Tourism infrastructures Tourist experience of culture, customs, norms and values.	Loss of revenue Reduced number of visitation Low or no investment
Media	Information on Marine Resources and attractions. Adverts and promotion materials.	Timely information delivery. Accessibility to information. Promotion of tourism	Low visibility of the MPAs. Low investment and revenues.

STAKEHOLDERS	SERVICE/PRODUCT OFFERED	STAKEHOLDERS EXPECTATIONS	POTENTIAL IMPACT IF EXPECTATIONS NOT MET
Trade Unions	Membership. Statutory member contributions.	Participation in Institutional affairs. Provision of technical advice. Conducive working environment Transparency, openness and accountability.	Labour disputes. Employee turnover. Low corporation between Trade Union and MPRU.
Law enforcement Institutions	Enforcement of Laws and Order. Intelligence Information and data collection. Evidence tendering.	Transparency, openness and accountability. Compliance of laws Easy and timely access to correct information and data. Technical advice.	Increased illegal incidences. Lack of evidence-based decision making

2.6 SWOC Analysis

MPRU used SWOC analysis as a tool to identify Strengths, Weaknesses, Opportunities, and Challenges. Strengths and Weaknesses are internal factors that are within the mandate of the institution whereas, Opportunities and Challenges are external factors that originate from the context in which MPRU operates and that are beyond MPRU's control. Strengths and Opportunities are positive factors that play in favor of MPRU's goals, while Weaknesses and Challenges are negative factors acting against MPRU's mission.

2.6.1 Strengths, Weaknesses, Opportunities, and Challenges

The Strengths, Weaknesses, Opportunities, and Challenges of MPRU have been identified by the management and other key stakeholders as detailed below.

Table 3: SWOC Analysis

S/NO.	CRITERIA	STRENGTH	WEAKNESS	OPPORTUNITIES	CHALLENGES
1.	Legal and Institutional Framework	Existence of MPRU Act (Cap.146 of R.E 2002) and its regulations. Existence of other legislations supporting management of MPAs Existence of enforcement institutions	Absence of organogram. Unclear reporting relationship. Conflicting/overlapping mandates of MPRU Political patronage	Availability of new potential areas for gazettement /proclaim of MPAs. Possibility of expanding the legal mandate of MPRU to freshwater and other Marine ecosystems.	Conflicting and/or overlapping mandates with other government institutions. Uncoordinated inter-sectoral collaborations with other related institutions. The existence of a long-standing law that does

S/NO.	CRITERIA	STRENGTH	WEAKNESS	OPPORTUNITIES	CHALLENGES
		<p>Presence of judicial system</p> <p>Political will and stability</p>			<p>not meet current needs.</p> <p>Un-harmonized conservation laws and Regulations between/among neighboring countries.</p>
2.	Leadership and Management approach	<p>Existence of skilled and experienced staff.</p> <p>Presences of statutory organs (Bard of Trustees, Advisory Committees and Village Liaison Committees).</p> <p>Participatory management approach (Co management).</p> <p>Existence of scheme of service.</p>	<p>Inadequate number of staff.</p> <p>Absence of superlative substantive post.</p> <p>Absence of hierarchy (chain of command).</p>	<p>Readiness of government and development partners to support various training programmes.</p>	<p>Ceiling in career development of/on managerial positions.</p>

S/NO.	CRITERIA	STRENGTH	WEAKNESS	OPPORTUNITIES	CHALLENGES
		Existence of regular internal meetings.			
3.	Financial Management	Existence of internal Financial Regulations. Existence of centralized revenue collection system (GePG). MPRU Business Plan Application of International Public Sector Accounting Standards (IPSAS). Existence of audited financial statement. Existence of computerized accounting systems (MUSE).	Inadequate capacity in fundraising. Under exploitation of the existing revenue sources. Absence of online billing and payment system. Lack of sustainable financing strategy/plan. Lack of skilled revenue collectors.	Existence of Hi-tech in financial management. Controller and Auditor General Report. ICT Broadband backbone in the country.	Inadequate financial support. Lack of marine conservation fund.
4.	Tourism and Marketing	Investment and EIA guidelines in place. Presence of prime areas and natural attractions.	Low investment/investors. Absence of risk and disaster plan.	Presence of potential tourism investors Availability of emerging technology in tourism, marketing	Lack of linkage with major tourism hubs. Conflicts of interest among actors and stakeholders of tourism.

S/NO.	CRITERIA	STRENGTH	WEAKNESS	OPPORTUNITIES	CHALLENGES
		Existence of new emerging and underutilized tourism products. Media promotion programs. Information sharing network platform.	Lack of tourism and marketing professionals. Lack of tourism infrastructure. Absence of online marketing and billing/payment system. Low level of promotion and marketing of investments in MPAs.	and hospitality industry. Presence of global tourism network on promotion and visitation. Public Private Partnership (PPP).	Natural disasters and climate change impacts. Pandemics and geopolitical instability.
5.	Socio-economic and cultural aspects	Presence of cultural and historical sites Legislation that support management of cultural values Existence of cultural and norms supporting conservation.	Inadequate financial resources. Inadequate application of technical indigenous knowledge	Availability of innovations and technologies geared to improve alternative livelihood	High dependence of resources High cost for maintaining of cultural and historical sites

S/NO.	CRITERIA	STRENGTH	WEAKNESS	OPPORTUNITIES	CHALLENGES
		<p>Willingness of MPRU to support alternative livelihood activity</p> <p>Willingness of community to adopt livelihood options</p>			
6.	Conservation of Biodiversity and Ecosystem.	<p>Existence of three (3) Marine Parks and 15 Marine Reserves.</p> <p>Potential areas for establishing new MPAs</p> <p>Participatory management approach.</p>	<p>Inadequate funding.</p> <p>Inadequate alternative income generating activities (diversified livelihood).</p> <p>Lack of a reliable database.</p> <p>Inadequate coordination among conservation agencies.</p> <p>Lack of information/resource centers.</p>	<p>Ratification of relevant International agreements, conventions and protocols</p> <p>Commitment of local communities in conservation.</p> <p>Hi-tech and innovative technology in conservation.</p> <p>Readiness of Development Partners to support conservation.</p>	<p>Low compliance of laws and regulations.</p> <p>High dependence on marine resources.</p> <p>Unregulated development projects.</p> <p>Lack of marine spatial planning strategy.</p>

S/NO.	CRITERIA	STRENGTH	WEAKNESS	OPPORTUNITIES	CHALLENGES
				Willingness of elders, religious leaders, financial institutions in conservation. Blue Economy agenda.	
7.	Research and Monitoring	Internal capacity. Documented Research and Monitoring priorities. Data collection protocols.	Inadequate skills in data analysis. Inadequate research and monitoring equipment and facilities. Inadequate dissemination mechanism of research and monitoring information.	Collaboration with national and international institutions. Readiness of Development Partners to support research and monitoring. Accessibility of global online research data. Availability of statistical software packages.	Inadequate Research and Development Funds. Un-harmonized data collection monitoring protocols among Institutions.
8.	Information, Communication and Technology	Institution Website. Publications (Newsletter, leaflets, banners, brochures).	Absence of Client Service Charter.	National ICT infrastructure (Broad band backbone).	Technological advancement.

S/NO.	CRITERIA	STRENGTH	WEAKNESS	OPPORTUNITIES	CHALLENGES
		<p>Accessibility of government and non-government e-system.</p> <p>Existence of sign boards and demarcation buoys.</p> <p>Promotion and conservation digital programs.</p>	<p>Inadequate ICT equipment and facilities.</p> <p>Underutilization of Institutional website and social media.</p>	<p>Existence of Government ICT strategy.</p> <p>Accessibility of global advanced Technology.</p> <p>Accessibility of government and non-government e-system.</p>	
9.	Regional and International Relationship/Partnership	<p>Membership of Regional and International Blocks (EAC, SADC, COMESA, AU, UN).</p> <p>Compliance to ratified conventions, Protocols and MoUs.</p> <p>Existence of Bilateral/Multilateral Agreements.</p> <p>Adoption of SDGs.</p>	<p>Interpretation and implementation of Conventions and Agreements</p> <p>Conflict with National Laws and Regulations.</p> <p>Compliance to contribution criteria.</p>	<p>Existence of Regional and International Integration Blocks and Alliances.</p> <p>Partnership with International Organizations and Associations.</p>	<p>Conflicting/Overlapping of National, Regional and International Laws.</p> <p>Unpredictable flow of external resources.</p> <p>High demand and expectations from Regional and International partnership.</p>

2.7 The Critical Issues Addressed in the Plan

A number of issues were raised during the review process, stakeholders' analysis, self-assessment, and internal and external organization analysis. The Strategic Plan will contains a prioritized critical issues to be addressed by MPRU during the period 2023/24 - 2024/25.

The identified critical issues are classified by thematic areas as reported below.

2.7.1 Ecological Issues

- i. Continued degradation of ecological systems (mangrove, corals, sea grass, coastal forest, estuaries) and associated biodiversity.
- ii. Inadequate evidence based (management) in decision making from research and monitoring programs.
- iii. Unsustainable resources harvest causes low reef fish biomass and increased number of endangered and threatened species.
- iv. Low level of mitigation and adaptability of climate change impacts. Inadequate maintenance of cultural heritage and historical sites.
- v. Inadequate capacity of data archives (storage), analysis and dissemination of information for management purposes.
- vi. Inadequate facilities and equipment for monitoring and research.
- vii. Limitations in implementation of International Laws and Conventions pertaining gazzettelement of MPAs in the country. Over utilization of marine and coastal resources.

2.7.2 Governance Issues

- i. The existence of a long-standing law that does not address current challenges
- ii. Limited revenue due to absence of sustainable financing mechanism.
- iii. Overfishing and destruction of critical habitats due to low Compliance and weak Enforcement.
- iv. Encroachment into critical habitats due to unclear coordinates and marked boundaries of some Protected Areas.
- v. Safety and security infrastructure and facilities for employees and other stakeholders.
- vi. Inadequate capacity to develop practitioners/experts on new technologies for conservation and co-management institutions.
- vii. Inadequate/worn out working facilities and infrastructures.
- viii. Inadequate infrastructure (physical) for staff and other stakeholders.
- ix. Lack of management plans/arrangements/guidelines for managing resources.
- x. Inadequate capacity of some MPRU staff to fulfil their obligations and responsibilities.
- xi. Limited capacity building programs for MPRU staff and its stakeholders.
- xii. Lack of marine conservation funds / sustainable funding mechanisms.

2.7.3 Resource Mobilization and Financial Management Issues

- i. Limited revenue due to absence of sustainable financing mechanism.

- ii. Inadequate finance control mechanism.
- iii. Few revenues sources.
- iv. Limited fund raising skills

2.7.4 Socio-Economic Issues

- i. Inadequate tourism infrastructures, promotion and marketing of tourism attractions which limits institutional revenue and investments
- ii. Overexploitation of marine resources due to high demand and dependence of MPA resources (Youth, Women and disadvantaged groups)
- iii. Limited economic activities due to inadequate diversification of alternative livelihood activities
- iv. Inadequate maintenance of cultural heritage and historical sites leading to their degradations
- v. Population increases due to high growth rate and inland coastal migration in and adjacent MPAs
- vi. Little education, awareness and sense of ownership on marine environment leading to low priority of coastal communities on conservation issues.

2.7.5 MPA Participatory Management Issues

- i. Low engagement of community stakeholders in MPA initiation, design, establishment including participatory involvement of locals in the MPA zoning schemes), planning and management which resulting into conflicts with local community.
- ii. High dependence/demand on coastal and marine resources.
- iii. Lack of ownership of the community on projects implemented by MPAs within and adjacent areas.

- iv. Absence of integration of traditional local conservation concept into modern conservation approach,
- v. Fear of unknown to some of the local communities threatened by the emerging conservation program.
- vi. Low environmental education and conservation awareness on the benefit of MPA.
- vii. Less representation and engagement of women and youth in MPA strategic decision-making process.
- viii. Low trust between community and MPA authority.

2.8 Recent initiatives

The following are emerging issues which were not captured in the previous SP (2014 – 2019) and that needed to be tracked and reported upon.

Table 4: Recent Initiatives, Achievements and Challenges

S/No.	RECENT INITIATIVES	ACHIEVEMENT	CHALLENGES	FURTHER ACTION
1.	Transboundary Conservation Area (TBCA) between Tanzania and Kenya.	Awareness campaigns for stakeholders of neighboring countries. Three (3) studies have been conducted on the ecology, governance, and socioeconomic aspects of the region.	Different management approaches, rules, and regulations between neighboring countries. Fishers are unaware of the position of the border between Kenya and Tanzania.	Meetings are to resolve existing challenges. Marine Spatial Plan in preparation by WIOMSA.
2.	East Africa Crude Oil Pipeline (EACOP) from Uganda to Tanzania (OHIMA to Chongoleani TANGA).	MPRU participated to stakeholders' consultation meetings	Ecological impact is unclear in the long-term.	Maintain active role in the consultations

S/No.	RECENT INITIATIVES	ACHIEVEMENT	CHALLENGES	FURTHER ACTION
3	Blue Economy Agenda.	Development of Blue Economy Strategy in progress.	Not well coordinated	Maintain active role in the consultations
4	IUCN Tanga Pemba Sea Scape Project.	In progress.	Not well coordinated	Maintain active role in the consultations
5	Blue carbon credit/trading.	Ongoing consultation process at national level. Initial assessment of carbon stock conducted in TMRs.	Inadequate awareness and expertise	Adopt existing carbon credit guideline provided by VPO

CHAPTER THREE

3.0 THE STRATEGIC PLAN (2023/2024 - 2027/2028)

3.1 Vision

Effectively Managed MPAs to ensure healthy and resilient ecosystems for sustainable resources use, improved livelihood and economic growth.

3.2 Mission

To establish and manage Tanzania MPAs for sustainable use through participatory and innovative approach.

3.3 Core Values

The following are the eight Core Values of MPRU:

3.4 Marine Parks and Reserve Unit core values.

- i. **Integrity and Transparency:** Act with honesty in accordance with the highest professional, loyalty, openly and ethical standards.
- ii. **Excellence:** Strive for excellence in all our endeavors as an institution, and a leader in conservation of marine ecosystem.
- iii. **Respect:** Honor the dignity of each person and building good relationships with community and customers for delivery of quality services.
- iv. **Responsible:** Act responsibly in a transparent way, and foster a diverse and inclusive partnership to ensure excellence in service delivery.
- v. **Creativity and Innovation:** Seek to create new knowledge and innovations to foster sustainable management of protected areas.

- vi. **Confidentiality:** Determined to treat customers and each other with trust, secrecy and honesty.
- vii. **Teamwork.** Work together for the betterment of marine resources the communities we serve, and the world by putting together diverse expertise and experiences.
- viii. **Professionalism:** To provide high quality services based on best practices and experience; maintain the highest degree of expertise and ethical standards, building value added relationships with customers and stakeholders to deliver quality goods and services.

3.5 Objectives

3.5.1 Objectives A: HIV/ AIDS Infections and Non-Communicable Diseases Reduced and Supportive Services Improved.

Rationale:

HIV/AIDS is a pandemic that impacts negatively in the productivity and institutional service delivery. Higher staff turnover, loss of institutional memory and skilled personnel, staff absenteeism due to illness and taking care of relatives suffering from HIV/AIDS and stigmatism are among the factors that may affect institutional productivity due to HIV/AIDS. The MPRU undertook various measures to overcome the negative impacts of pandemic during its 2nd Strategic Plan. However, considering the challenges encountered during the period and the need to continue minimizing the costs of HIV/AIDS at the work place, there is a need to continue implementing this objective under the current MPRU 3rd Strategic Plan.

Strategy

- i. Continue implementing programs to fight the spread and overcome the impacts of HIV/AIDS at work places and among stakeholders.
- ii. Encourage voluntary testing and support access to care and treatment.

Targets

- i. HIV/ AIDS preventive and interventions program conducted to all MPRU Staff by June, 2025.
- ii. HIV/AIDS infected Staff cared and supported by June, 2025.

Performance Indicators:

- i. Percentage change in HIV/AIDS voluntary testing cases.
- ii. Percentage Change in HIV/AIDS infections (prevalence rate).
- iii. Level of satisfaction on HIV/AIDS supportive services

3.5.2 Objective B: National Anti-Corruption Strategy and Action Plan Enhanced and Sustained

Rationale:

Corruption impacts negatively in the delivery of government services to stakeholders and the general public. It deprives rights of people to access services provided by the government and other stakeholders and adds to the costs of doing business. It also impairs trust by stakeholders to service providers and is considered as among the factors that weakens investment environment. The MPRU undertook various initiatives to implement the National Anti-corruption Strategies and Action Plan during the 2nd Strategic Plan despite the challenges experienced as indicated above. Eradicating corruption by ensuring good leadership, governance, accountability and transparency is among the priority areas in the implementation of the

National Five Year Development Plan III (NFYDP III) of 2021/22 – 2025/26. The Plan intends to promote conservation of marine and coastal resources, hard work, moral integrity, self-confidence and overcome corruption in all aspects of revenue collection across all MPAs.

Strategy

- i. Implement Anti-Corruption initiatives at MPRU
- ii. Strengthen the implementation of public service codes of conduct
- iii. Institutionalize the National Anti-corruption strategy

Targets

- i. Awareness Programmes on Ethics and Good Governance and Anti-corruption practice developed by June, 2025.
- ii. Operationalization of MPRU Ethics and Integrity Committee and Complaints handling mechanism improved by June, 2025.

Performance Indicators

- i. Percentage change in corruption incidences
- ii. Stakeholders' perception on corruption at MPRU

3.5.3 Objective C: Institutional Capacity and Infrastructure Development for Services Delivery Improved

Rationale:

Improved institutional capacity and infrastructure development of MPRU is very important for efficient and effective discharging of its functions. Thus, this objective is aimed at enhancing capacity of the MPRU staff and key stakeholders including community members so that they can perform their duties of managing marine ecosystems and associated biodiversity efficiently and effectively. It is also aimed at improving the institutional

arrangements/set-up. Aspects such as carrier development (technical know-how) and improved working environment; up-dating management documents; compliance and enforcement measures, and infrastructure development is part and parcel of the MPRU capacity building program.

Staff career development increases employee motivation and productivity. it also helps to attract top staff and retain valued employees. Supporting career development and growth of employees is one of the mandate of MPRU like other institutions mandated by the philosophy of human resources management. Improving working environment entails; boosting employees morale, retention, and productivity. This include; skills upgrading, enhancing policy capacity, streamlining procedures, and effective management of human and financial resources.

Currently, the MPRU is facing various challenges including delays in reviewing its statutory documents including institutional policies, laws, strategies, GMPs and other related guidelines. Such documents are very important for implementation of adaptive management, including making informed (evidence based) decision making.

MPRU operates under the Marine Parks and Reserve Act No. 29 of 1994 which is outdated, it requires an immediate and substantial review/amendment to aid the institution addressing its function adequately and effectively. For instance section 43(f) & (g) of the 2020 CCM election manifesto is directing to strengthen the existing eighteen (18) MPAs and to establish six (6) new protected areas in great lakes which is not in current Act. Furthermore these information are instrumental to guide establishment of new MPAs which is in accordance to the 2020 CBD Aichi biodiversity targets.

Compliance and enforcement measures are the key elements of resources management necessary for ensuring sustainable use of MPRU resources which can be realized if the legal frameworks are strengthened. Both are common undertakings in managing the natural resources and their respective environment. The MPRU uses co-management philosophy in managing its resources. This philosophy provides room for local community members to participate in the enforcement of MPRU legislations and other related laws. Community participation in enforcement activities is a positive indicator demonstrating that the consensus and acceptance of such important obligations of combating illegal activities has been reached among different stakeholders within their respective areas.

Infrastructure development aspect focuses on the building of infrastructure facilities in managing resources to help boost services provided by MPRU to its stakeholders and environment at large. MPRU does not currently have suitable facilities to service both staff and stakeholders, this is one of the serious constraints for the MPRU to achieve its intended objectives. There is also inadequate tourism promotion mechanism, safety and secured infrastructures.

Strategy

- i. Develop and review legal and institutional frameworks for effective management and development of the institution
- ii. Enforce policies and legislations by implementing related programs and initiatives
- iii. Enhanced capacity of staff, stakeholders and Institution

Targets

- i. Staff welfare and statutory benefits for 171 personnel enhanced by June, 2025.
- ii. Human Resources Plan developed and Implemented by June, 2025
- iii. Institution Service Delivery and Working Conditions Improved by June, 2025
- iv. Formulation and Development of Institutional Policies, Strategies, Guidelines, Legislations, and Legal Related Issues Improved by June, 2025
- v. Board and Advisory Committee (Statutory Organs) meetings organized as per pre -set schedules by June, 2025
- vi. The provision of legal services at MPRU strengthened by June, 2025
- vii. Institutional Planning and Budgeting procedures Strengthened by June 2025
- viii. Development of Audit plan and related reports improved by June, 2025
- ix. Procurements plans and related performance reports developed and implemented by June, 2025
- x. Management of Information Communication and Technology Improved by June 2025

Performance Indicators

- i. Training Programme in place and implemented accordingly
- ii. Number of Staff trained
- iii. The number of staff recruited, promoted, developed, and remunerated
- iv. Working facilities and equipment/tools provided
- v. Incentive plan in place and implemented
- vi. Number of complaints addressed
- vii. Client Service Charter in place and implemented

xi. Number of Workers Committee meetings held as planned Number of cases attended

3.5.4 Objective D: Marine Ecological Systems, Processes, and Associated Biodiversity Management Improved

Rationale:

Marine ecosystems provide feeding, breeding and nursery grounds for a wide range of species. The ecosystems deliver a wide range of goods and services including food supply, regulation of water quality, coastal protection, and carbon storage to mention few. The continued degradation and modification of ecological systems (mangrove, corals, sea grass, coastal forest, estuaries) and unsustainable resource harvesting, due to overfishing and the use of destructive fishing methods have led to low fish biomass, eventually causing low incomes.

Habitat degradation and modification is causing more stress to the Endangered, Threatened and Protected species such as dugongs, whales, sea turtles and dolphins leading to biodiversity loss and subsequent low tourism visitation.

Anthropogenic and climate change impacts to marine environment and respective resources are increasing, influencing negatively on local fishing communities' livelihoods. In order to respond to these challenges, MPRU is required to gather appropriate environmental and resource data to guide evidence-based decision-making for effective MPAs management. Furthermore, these information are instrumental to guide the establishment of new MPAs which is in accordance to the 2020 CBD Aichi biodiversity

targets and the 2030 UN agenda where contracting parties agreed to expand the MPAs to reach at least 30% by 2030.

Strategy

- i. Promote implementation of standard patrol system, MCS,
- ii. Promote use of high technology system for patrol and surveillance eg SMART Patrols etc,
- iii. Develop ecosystem restoration programs within MPAs,
- iv. Promote establishment of standard ecosystem monitoring system,
- v. Promote evidence based decision making through research and adaptive management,
- vi. Promote expansion of the existing MPAs seaward and establishment of new MPAs

Targets

- i. Increase number of patrol from 712 to 1500 by 2028,
- ii. Reduce the cost of patrol by 50% in 2028,
- iii. Increase use of high technology system from 0 to 3 by 2028,
- iv. Reduce number of violation cases within MPA from 30 to 15 cases by 2028,
- v. Restore 50 hectares of mangrove per year by 2028,
- vi. Restore 5 hectares of seagrass per year by 2028,
- vii. Restore 5 hectares of coral by 2028
- viii. One harmonized monitoring protocol developed and adopted by 2028,
- ix. Biennial ecological survey conducted by 2028,
- x. Five policy briefs produced by 2028
- xi. Five dissemination meeting with managers and decision makers conducted by 2028,

- xii. Size of the existing MPA expanded by at least 30km² to the deep waters,
- xiii. Six new MPA established by 2028

Performance Indicators

- i. Number of patrols/surveillance conducted annually,
- ii. High technology system for patrol and surveillance in place,
- iii. Fish biomass in kilogram per hector
- iv. Number of illegal incidences,
- v. Area of habitats (mangrove, sea grass and coral) restored
- vi. Ecological survey report,
- vii. # of MPAs with evidence-based management/adaptive management or decision-making
- viii. management effectiveness report
- ix. Size of the existing MPA expanded to the deep water,
- x. Number/Area of new MPA established

3.4.5. Objective E: Socio-Economic Development, Culture and Tourism Promoted

Rationale:

Communities living within and adjacent to MPAs are highly depending on marine resources for their livelihood and nutritional value. Signs of environmental degradation, as well as a decline in natural resources and biodiversity, are beginning to become more obvious. This is evidenced by declining yields of fish, deteriorating conditions of coral reefs, and continuing reduction in the area of mangroves and coastal forests. The degradation is attributed to unsustainable use of coastal resources as well as pressures from the growing coastal population. Increasing population in coastal areas

as a result of high growth rate and inland migration have led to overexploitation and destruction of marine resources. In addition, migration towards coasts led to strong development on land, which often lead to destruction of important coastal ecosystems such as mangroves and sea grass beds. Uncontrolled building and development on the coast, have led to an increased erosion on land and subsequent sedimentation in the surrounding waters. Increased sediments in the water cause a decrease in the amount of light for photosynthesis that penetrates the water column which is important for the survival of corals, sea grass and algae.

In addition, the coastal communities are also less aware of sustainable use of coastal and marine resources due to inadequate environmental and conservation education provided to them. Besides, targeting on conservational awareness raising campaigns at local level alone, support of alternative livelihood/income generating activities is also required to create sense of ownership of marine environment and subsequent poverty alleviation. Provision and implementation of supplementary income generating activities (SIGA) can lead to changes in attitude and behavior of local communities and support of vibrant and sustainable livelihood that do not rely on illegal activities. Such support will improve livelihood security and wellbeing of target communities, its impacts can be measured through increased income, income opportunities generated, jobs created and value-added chain.

Tanzania MPAs are among the leading destinations for ecotourism. Tourism is the main source of internal revenue generation for MPRU operations. Though in most of the MPAs, tourism infrastructures are very poor. Currently, tourism-related infrastructures are inadequate and their improvement remains critical for tourism marketing, promotion and investments within the MPAs. Furthermore, there is inadequate maintenance of cultural heritage and

historical sites leading to their degradations resulting to poor services from the sector. In order to realize contributions of ecotourism and cultural tourism, engagement of private sectors and development partners in the development of these infrastructures and provision of expertise is imperative.

Strategy

- i. Promote investment in tourism infrastructure and facilities.
- ii. Promote tourism investments within MPAs.
- iii. Promotion and marketing of tourism products to capture both national and international market.
- iv. Reduce community over dependency to marine resources.
- v. Promote diversification of sustainable alternative livelihood activities.
- vi. Promote maintenance of cultural heritage and historical sites.

Targets

- i. Marketing and promotion materials on MPAs attractions produced by June, 2028
- ii. MPAs attractions and uniqueness promoted by June 2028
- iii. Tourism Infrastructures developed and maintained by June, 2028
- iv. At least five sustainable tourism investments developed within island reserves by 2028
- v. Alternative livelihood activities promoted and implemented by community within the MPAs by June 2028
- vi. Environmental awareness education programs for communities and stakeholder within the MPAs developed and implemented by 2028
- vii. Collaborative management of MPAs enhanced by June, 2028

Performance Indicators

- i. Number of tourism infrastructure and facilities within the MPAs,
- ii. Number tourism investments within MPAs,

- iii. Number and type of tourism promotion products developed and advertised,
- iv. Number of fishers engaged in other alternative livelihood activities
- v. Number of new sustainable alternative livelihood options implemented

3.5.5 Objective: F Resource Mobilization and Financial Management Practices Improved

Rationale:

Resource-mobilization is crucial for the smooth operation of MPRU. Currently, revenue are raised through user and entrance fee collection, fines, and renting of equipment. However, concerted efforts are needed to scale up revenues by identifying other sources of revenue and implementing internal control mechanisms effectively.

As a strategy to address issue of financial resources, MPRU has developed business plan, among other things the plan identified all sources of revenue for the institution. The plan also promotes tourism attractions in the MPAs so as to attract potential investments. Implementation of this plan will boost MPRU revenues especially in the island reserves where most of investors have shown interest to invest in development projects.

MPRU must build its capacity and own a well-established financial base in order to meet efficiently its budgetary obligations of managing marine resources (conservation and sustainable development). This objective will include activities such as recruiting and training of revenue collection staff and provide working gear and facilities, identifying and developing new sources of revenue and involve other stakeholders in the resources management

Strategies

- i. Identification of diversified new sources of revenue and development of its implementation strategy
- ii. Promote establishment of sustainable financing mechanism
- iii. Strengthen finance control mechanism
- iv. Promote fund raising mechanisms

Targets

- i. Marketing strategy developed and implemented by June, 2025
- ii. Revenue mobilization measures and strategies enhanced June, 2025
- iii. Financial management systems strengthened by June, 2025
- iv. MPRU internal controls developed, implemented and strengthened by June, 2025
- v. Procurement and assets management strengthened by June, 2025
- vi. Institutional Planning and Budgeting strengthen by June, 2025
- vii. Conservation fund developed by 2025

Performance Indicators

- i. New revenues sources identified (carbon credit, etc)
- ii. Increased revenues
- iii. Finance control systems in place
- iv. Number of skilled staff trained
- v. Number of successful grants

3.5.6 Objective G: MPA Participatory Management Improved

Rationale:

Collaborative management is a mechanism in which national and local level authorities, local communities and other stakeholders share roles and responsibilities in implementation of a certain activity. In the case of managing MPAs, MPRU has already delegated a number of its functions related to protection of the gazetted areas. Local community roles and functions are described in the Marine Park and Reserves Act No 29 of 1994 as well as in the Fisheries Act No 23 of 2003.

Implementation of those activities is done through Village Liaison Committee (VLCs) and Beach Management Units (BMUs) residing within or adjacent to MPAs jurisdictions. Such organs are involved at different management levels such as; planning, development, implementation of various activities, decision making, benefit sharing, monitoring and evaluation.

Involvement of local communities and other stakeholders in managing resources within and adjacent to MPAs increase their awareness and sense of ownership. It also reduces pressure on natural resources and offer increased livelihood alternatives for local communities. Involvement of local communities in conservation is done concurrently with support to existing VLCs and BMUs, which in turn helps to integrate CFMAs Management Plans into MPAs' GMPs to avoid duplication of efforts and misuse of the meagre resources available.

Involvement of community is also encouraged as a means of securing political commitment and support for strengthening participation of local communities in management planning processes. Incentives in the form of funding, materials/equipment, awards or certificates are given to those communities that show exemplary success in the management and sustainable use of the marine resources. Based on the existing achievement

in this area, MPRU will continue to strengthen community and stakeholder's involvement.

Strategy

- i. Enhance stakeholder participation in management of MPAs,
- ii. Promote local tradition knowledge into modern science.
- iii. Strengthen information and communication mechanisms.
- iv. Engage local community in planning and management of MPAs.
- v. Support local outreach programs.
- vi. Support alternative livelihood opportunities for local community.
- vii. Promote engagement of women and youth in decision-making process.

Targets

- i. VLCs and BMUs capacity strengthened by June, 2025.
- ii. Encouraging collaborative efforts to monitor and control illegal activities in protected areas and engage participation of local communities in marine and coastal ecosystem restoration programs by June, 2025.
- iii. Facilitating small business development and access to microcredit initiatives by June, 2025.

Performance Indicators

- i. Number of people engaged and volunteering in MPA management.
- ii. Number of community members engaged in research mission within MPA.
- iii. Number awareness and environmental education material developed.
- iv. Number of awareness and outreach meeting conducted.
- v. Number of women participating in the MPA decision-making process increased.

CHAPTER FOUR

4.0 RESULT FRAMEWORK

4.1 Purpose and Structure

The purpose of this chapter is to present the strategies that MPRU will use to implement and achieve the identified Objectives and Targets. The identified strategies will also help to operationalize the Strategic Plan (SP) guiding the Medium-Term Expenditure Framework (MTEF) in the formulation of activities and costing. The link between SP and MTEF ensures resources are allocated according to the Plan.

The Chapter is structured in the following sections: strategic plan matrix, development objectives; beneficiaries of MPRU services; linkage with national planning frameworks; result chain; result framework matrix; reviews, monitoring, and evaluation plans; reporting plan; relationship between results framework, results chain, M&E and reporting arrangements.

4.2 Developmental Objective

The development objective is to establish, protect, and restore the health, productivity, and resilience of coastal and marine ecosystems to maintain their diversity, enabling their conservation and sustainable use for the benefit of present and future generations.

Table 5: The Strategic Plan Matrix

S/N O.	Objective	Strategies	Performance Indicators	Target	Means of verification	Responsibility
1.	Objective A: HIV/AIDS Infections and Non-Communicable Diseases Reduced and Supportive Services Improved.	Continue implementing programs to fight the spread and overcome the impacts of HIV/AIDS at work places and among stakeholders. Encourage voluntary testing and support access to care and treatment.	Percentage change in HIV/AIDS voluntary testing cases. Percentage Change in HIV/AIDS infections (prevalence rate). Level of satisfaction on HIV/AIDS supportive services.	HIV/ AIDS preventive and interventions program conducted to all MPRU Staff by June, 2025. HIV/AIDS infected Staff cared and supported by June, 2025	Payment vouchers and Progress Report. Policy and Plan documents.	PAO
2.	Objective B: National Anti-Corruption Strategy and Action Plan Enhanced and Sustained.	i. Implement Anti-Corruption initiatives at MPRU. ii. Strengthen the implementation of public service codes of conduct. iii. Institutionalize the National Anti-corruption strategy.	i. Percentage change in corruption incidences. ii. Stakeholders' perception on corruption at MPRU	i. Awareness Programms on Ethics and Good Governance and Anti-corruption practice. developed by June, 2025. ii. Operationalization of MPRU Ethics and Integrity	List of Anti-Corruption initiatives in place. Anti-Corruption Strategy document in place. Number of complaints solved.	PAO

S/N O.	Objective	Strategies	Performance Indicators	Target	Means of verification	Responsibility
				Committee and Complaints handling mechanism improved by June, 2025.		
3.	Objective C: Institutional Capacity and Infrastructure Development for Services Delivery Improved.	i. Develop and review legal and institutional frameworks for effective management and development of the institution. ii. Enforce policies and legislations by implementing related programs and initiatives. iii. Enhanced capacity of staff, stakeholders and Institution (MPRU).	i. Training Programme in place and implemented accordingly ii. Number of Staff trained iii. The number of staff recruited, promoted, developed, and remunerated iv. Working facilities and equipment/tools provided	i. Staff welfare and statutory benefits for 171 personnel enhanced by June, 2025 ii. Human Resources Plan Developed and Implemented by June, 2025. iii. Institution Service Delivery and Working Conditions Improved by June, 2025. iv. Formulation and Development of Institutional	Training programme in place and implemented accordingly. Number of staff employed and promoted. Number and quality of equipment purchased. Meeting reports. Presence of reviewed guidelines.	PAO/ LO

S/N O.	Objective	Strategies	Performance Indicators	Target	Means of verification	Responsibility
			v. Incentive plan in place and implemented vi. Number of complaints addressed vii. Client Service Charter in place and implemented. viii. Number of Workers Committee meetings held as planned Number of cases attended.	Policies, Strategies, Guidelines, Legislations, and Legal Related Issues Improved by June, 2025. v. Board and Advisory Committee (Statutory Organs) meetings organized as per agreed schedules by June, 2025. vi. The provision of legal services at MPRU strengthened by June, 2025. vii. Institutional Planning and Budgeting	Presence of improved legal and regulations.	

S/N O.	Objective	Strategies	Performance Indicators	Target	Means of verification	Responsibility
				<p>Strengthening by June 2025.</p> <p>viii. Development of Audit plan and related reports improved by June, 2025.</p> <p>ix. Procurements plans and related performance reports developed and implemented by June, 2025.</p> <p>x. Management of Information Communication and Technology Improved by June 2025.</p>		
4.	Objective D: Marine Ecological Systems, Processes, and Associated	Promote implementation of standard patrol system, MCS,	Number of patrols/surveillance conducted annually,	Increase number of patrol from 712 to 1500 by 2028,	Quarterly and annual progress reports.	WIC – DMRS, MIMP, MBREMP and TACMP

S/N O.	Objective	Strategies	Performance Indicators	Target	Means of verification	Responsibility
	Biodiversity Management Improved.	<p>Promote use of high technology system for patrol and surveillance eg SMART Patrols etc,</p> <p>Develop ecosystem restoration programs within MPAs,</p> <p>Promote establishment of standard ecosystem monitoring system,</p> <p>Promote evidence based decision making through research,</p> <p>Promote expansion of the existing MPAs seaward and establishment of new MPAs,</p>	<p>High technology system for patrol and surveillance in place,</p> <p>Number of illegal incidences,</p> <p>Area of habitats (mangrove, sea grass and coral) restored</p> <p>Ecological survey report,</p> <p>Size of the existing MPA expanded to the deep water,</p> <p>Number/Area of new MPA established (Six new MPAs)</p>	<p>Reduce the cost of patrol by 50% in 2028,</p> <p>Increase use of high technology system from 0 to 3 by 2028,</p> <p>Reduce number of violation cases within MPA from 30 to 15 cases by 2028,</p> <p>Restore 50 hectares of mangrove per year by 2028,</p> <p>Restore 5 hectares of seagrass per year by 2028,</p> <p>Restore 5 hectares of coral by 2028</p> <p>One harmonized monitoring protocol developed and adopted by 2028,</p> <p>One ecological survey conducted per year by 2028,</p> <p>Five policy briefs produced by 2028</p>	<p>Number of buoys deployed in the MPRs boundaries and user zones.</p> <p>Reports on MPAs visitation and revenue amount collected.</p> <p>Reports on number of new MPAs gazettement notices</p>	

S/N O.	Objective	Strategies	Performance Indicators	Target	Means of verification	Responsibility
				<p>Five dissemination meeting with managers and decision makers conducted by 2028,</p> <p>Size of the existing MPA expanded by at least 30km² to the deep waters,</p> <p>Six new MPA established by 2028</p>		
5.	<p>Objective E: Socio-Economic Development, Culture and Tourism Promoted.</p>	<p>i. Promote investment in tourism infrastructure and facilities.</p> <p>ii. Promote tourism investments in within MPAs.</p> <p>iii. Promotion and marketing of tourism products to capture both national and international market.</p> <p>iv. Reduce community over dependency to marine resources.</p>	<p>i. Number of tourism infrastructure and facilities within the MPA.</p> <p>ii. Number tourism investments within MPAs.</p> <p>iii. Number and type of tourism promotion products developed and advertised.</p>	<p>i. Marketing and promotion materials on MPAs attractions produced by June, 2028.</p> <p>ii. MPAs attractions and uniqueness promoted by June 2028.</p> <p>iii. Tourism Infrastructures developed and maintained by June, 2028.</p>	<p>Quarterly and annual progress reports</p> <p>Number of mooring buoys deployment in the MPAs.</p> <p>Report on number and type of promotion materials prepared.</p>	<p>WIC – DMRS, MIMP, MBREMP and TACMP</p>

S/N O.	Objective	Strategies	Performance Indicators	Target	Means of verification	Responsibility
		<p>v. Promote diversification of sustainable alternative livelihood activities.</p> <p>vi. Promote maintenance of cultural heritage and historical sites.</p>	<p>iv. Number of fishers engaged in other alternative livelihood activities.</p> <p>v. Number of new sustainable alternative livelihood options implemented.</p>	<p>iv. At least five tourism investments developed within island reserves by 2028.</p> <p>v. Alternative livelihood activities promoted and implemented by community within the MPAs by June 2028.</p> <p>vi. Environmental awareness education programs for communities and stakeholder within the MPAs developed and implemented by 2028.</p>		

S/N O.	Objective	Strategies	Performance Indicators	Target	Means of verification	Responsibility
				vii. Collaborative management of MPAs enhanced by June, 2028.		
6.	Objective: F Resource Mobilization and Financial Management Practices Improved.	Identification of diversified new sources of revenue and development of its implementation strategy. Promote establishment of sustainable financing mechanism. Strengthen finance control mechanism. Promote fund raising mechanisms.	New revenues sources identified (carbon credit, etc). Increased revenues. Finance control systems in place. Number of skilled staff trained. Number of successful grants.	Marketing strategy developed and implemented by June, 2025 Revenue mobilization measures and strategies enhanced June, 2025. Financial management systems strengthened by June, 2025 MPRU internal controls developed, implemented and strengthened by June, 2025. Procurement and assets management strengthened by June, 2025. Institutional Planning and Budgeting	Reports on amount of revenue collected List of new sources of revenue. Budget books and motoring reports. Collection receipts. List of detected queries. Procurement plans documents in place.	ACCOUNTANT PROCUREMENT OFFICER PLANNING OFFICER

S/N O.	Objective	Strategies	Performance Indicators	Target	Means of verification	Responsibility
				strengthen by June, 2025. Conservation fund developed by 2025.		
7.	Objective: G MPA Participatory Management Improved	<ul style="list-style-type: none"> i. Enhance stakeholder participation in management of MPAs, ii. Promote local tradition knowledge into modern science. iii. Strengthen information and communication mechanisms. iv. Engage local community in planning and management of MPAs. v. Support local outreach programs. 	<ul style="list-style-type: none"> i. Number of people engaged and volunteering in MPA management. ii. Number of community members engaged in research mission within MPA. iii. Number awareness and environmental education material developed. 	<ul style="list-style-type: none"> i. VLCs and BMUs capacity strengthened by June, 2025. ii. Encouraging collaborative efforts to monitor and control illegal activities in protected areas and engage participation of local communities in marine and coastal ecosystem restoration programs by June, 2025. 	<ul style="list-style-type: none"> ICT programs in place. Rate of information shared. Progress reports. Registered Union. 	<p>WIC – DMRS, MIMP, MBREMP and TACMP</p> <p>IT OFFICER</p>

S/N O.	Objective	Strategies	Performance Indicators	Target	Means of verification	Responsibility
		vi. Support alternative livelihood opportunities for local community. vii. Promote engagement of women and youth in decision-making process.	iv. Number of awareness and outreach meeting conducted. v. Number of women participating in the MPA decision-making process.	iii. Facilitating small business development and access to microcredit initiatives by June, 2025		

4.3 Beneficiaries of MPRU Services

This SP comprises two levels of beneficiaries of its services namely internal and external. The first level is the direct beneficiaries of the services and goods offered by the Institution, while the second level is the indirect beneficiaries of the services and goods offered by MPRU.

4.4 Linkage with National Planning Frameworks

The recent government's Blue Economy initiatives highlight the increased focus on marine resources to address a broad range of growth of blue industries. The need to manage sustainable development and future exploitation of both over-utilized and emergent marine resources has both political and environmental complexity. To address the complexity, the SP is aligned with the National and International Frameworks. The National and International Frameworks aligned with the SP include Tanzania Development Vision (TDV, 2025), FYDP III 2021/22 – 2025/26, Ruling Party Election Manifesto 2020, SDGs, UN Convention on Biological Diversity, 1992, and UN International Decade of Ocean Science for Sustainable Development 2021 – 2030.

The SDGs goal 14.5 states that; ***“By 2030 conserve at least 30% Coastal and Marine Area, consistent with national and international laws based on scientific information”***. The Convention on Biodiversity contains similar targets and has been the driving force of international efforts to increase marine protected areas presentation around the globe. Out of **32,000 km²** of the territorial sea of mainland Tanzania, only **2,173 km²** , equivalent to **6.5** per cent, has been gazetted and declared as marine protected areas under the framework of Marine Parks and Reserves **Act No. 29 of 1994**.

4.5 Result Chain

MPRU's results chain consists of outcomes, outputs, activities, and inputs which contribute to the achievement of the Institutional objectives. Therefore, a combination of the objectives and targets in the Strategic Plan and activities and inputs in the MTEF forms the result chain. The inputs involve utilizing resources to accomplish activities to achieve Objectives and Targets. Achievement of MPRU's Developmental Objective in the medium term will eventually contribute to the achievement of TDV (2025). This chain of results justifies MPRU's use of funds arising from the taxpayers for various interventions and thus contributes to the social and economic development of the Country.

4.6 The Result Framework Matrix

This matrix contains MPRU overall development objective, objectives, planned outcomes and outcome indicators. The matrix envisages how the development objective will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress towards achievement of planned outcomes and objectives. The result framework matrix is detailed below.

Table 6: Result Framework Matrix

OBJECTIVE CODE	OBJECTIVE DESCRIPTION	INTERMEDIATE OUTCOMES	OUTCOME INDICATORS
Objective A:	HIV/ AIDS Infections and Non-Communicable Diseases Reduced and Supportive Services Improved.	Number of staff infected with HIV/AIDS reduced.	Percentage change in HIV/AIDS voluntary testing cases.
		Level of satisfaction on HIV/AIDS supportive services.	Percentage Change in HIV/AIDS infections (prevalence rate).
		Number of HIV/AIDS voluntary testing.	Level of satisfaction on HIV/AIDS supportive services.
Objective B:	National Anti-Corruption Strategy and Action Plan Enhanced and Sustained.	MPRU Anti-Corruption Strategy document.	Percentage change in corruption incidences
		Awareness meetings conducted annually.	Stakeholders' perception on corruption at MPRU.
		Number of Anti-corruption cases dealt with.	
		Number of complaints cases dealt with	
Objective C:	Institutional Capacity and Infrastructure Development for Services Delivery Improved.	Training Programme in place and implemented accordingly.	Staff welfare and statutory benefits for 171 personnel enhanced by June, 2025
		Number of Staff trained.	Human Resources Plan Developed and Implemented by June, 2025.
		The number of staff recruited, promoted, developed, and remunerated.	Institution Service Delivery and Working Conditions Improved by June, 2025.
		Working facilities and equipment/tools provided.	Formulation and Development of Institutional Policies, Strategies, Guidelines, Legislations, and Legal Related Issues Improved by June, 2025.
		Incentive plan in place and implemented.	Board and Advisory Committee (Statutory Organs) meetings organized as per agreed

OBJECTIVE CODE	OBJECTIVE DESCRIPTION	INTERMEDIATE OUTCOMES	OUTCOME INDICATORS
			schedules by June, 2025.
		Number of complaints addressed.	The provision of legal services at MPRU strengthened by June, 2025.
		Client Service Charter in place and implemented.	Institutional Planning and Budgeting Strengthening by June 2025.
		Number of Workers Committee meetings held as planned Number of cases attended.	Development of Audit plan and related reports improved by June, 2025.
			Procurements plans and related performance reports developed and implemented by June, 2025.
			Management of Information Communication and Technology Improved by June 2025.
Objective D:	Marine Ecological Systems, Processes, and Associated Biodiversity Management Improved.	Number of patrols/surveillance conducted annually.	Increase number of patrol from 712 to 1500 by 2028. Increased fish biomass to 600kg/ha by 2028
		High technology system for patrol and surveillance in place.	Reduce the cost of patrol from to 50% in 2028
		Number of illegal/violation incidences.	Reduce number of violation cases within MPA from 30 to 15 cases by 2028,
		Area of habitats (mangrove, sea grass and coral) restored.	Restore 50 hectares of mangroves by 2028, Restore 5 hectares of seagrass per year by 2028, & Restore 5 hectares of coral annually by 2028

OBJECTIVE CODE	OBJECTIVE DESCRIPTION	INTERMEDIATE OUTCOMES	OUTCOME INDICATORS
		Ecological survey report.	Restore 50 hectares of mangrove per year by 2028.
		Size of the existing MPA expanded to the deep water.	Restore 5 hectares of seagrass per year by 2028.
		Number of new MPA established.	One harmonized monitoring protocol developed and adopted by 2028.
			Bi-annual ecological survey conducted per year by 2028.
			Size of the existing MPA expanded by at least 30km ² to the deep waters.
			Six new MPA established by 2028.
Objective E:	Socio-Economic Development, Culture and Sustainable Tourism Promoted.	Number of tourism infrastructure and facilities within the MPA.	Marketing and promotion materials on MPAs attractions produced by June, 2025.
		Number tourism investments within MPAs.	MPAs attractions and uniqueness promoted by June 2025.
		Number and type of tourism promotion products developed and advertised.	Tourism Infrastructures developed and maintained by June, 2025.
		Number of fishers engaged in other alternative livelihood activities.	At least five tourism investments developed within island reserves by 2025.
		Number of new sustainable alternative livelihood options implemented.	Alternative livelihood activities promoted and implemented by community within the MPAs by June 2025.
			Environmental awareness education

OBJECTIVE CODE	OBJECTIVE DESCRIPTION	INTERMEDIATE OUTCOMES	OUTCOME INDICATORS
			programs for communities and stakeholder within the MPAs developed and implemented by 2025. Collaborative management of MPAs enhanced by June, 2025.
Objective: F	Resource Mobilization and Financial Management Practices Improved.	New revenues sources identified (carbon credit, etc).	Marketing strategy developed and implemented by June, 2025.
		Increased revenues.	Revenue mobilization measures and strategies enhanced June, 2025.
		Finance control systems in place.	Financial management systems strengthened by June, 2025
		Number of skilled staff trained.	MPRU internal controls developed, implemented and strengthened by June, 2025.
		Number of successful grants.	Procurement and assets management strengthened by June, 2025.
			Institutional Planning and Budgeting strengthen by June, 2025.
			Conservation fund developed by 2025.
Objective G:	MPA Participatory Management Improved.	Number of people engaged and volunteering in MPA planning, decision making and management.	VLCs and BMUs capacity strengthened by June, 2025.
		Number of community members engaged in monitoring and research mission within MPA.	Encouraging collaborative efforts to monitor and control illegal activities in

OBJECTIVE CODE	OBJECTIVE DESCRIPTION	INTERMEDIATE OUTCOMES	OUTCOME INDICATORS
			protected areas and engage participation of local communities in marine and coastal ecosystem restoration programs by June, 2025.
		Number awareness and environmental education material developed.	Facilitating small business development and access to microcredit initiatives by June, 2025.
		Number of awareness and outreach meeting conducted.	
		Number of women participating in the MPA decision-making process.	

4.7 Reviews, Monitoring, and Evaluation Plans

This subsection details the Monitoring Plan, planned reviews, and Evaluation Plan for the period covering the three-year strategic planning cycle from 2023/2024 to 2027/2028.

4.7.1 Monitoring Plan

The Monitoring Plan consists of indicators, indicator description, baseline, indicator targets values, data collection and methods of analysis, indicator reporting frequencies, and the officers who will be responsible for data collection, analysis, and reporting. Though the outcome indicators will be reported on an annual basis, tracking will be made on a quarterly basis.

Table 7: Monitoring Plan Matrix

S/N O.	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUE					DATA COLLECTION AND METHODS OF ANALYSIS			MEANS OF VERIFICATION	FREQUENCY OF REPORTING	RESPONSIBILITY OF DATA	
		DATE	VALUE	YR1	YR2	YR3	YR4	YR5	DATA SOURCE	DATA COLLECTI ON	FREQUENC Y OF DATA COLLECTIO				
1	<p>Percentage change in HIV/AIDS infections (prevalence rate): <i>This indicator measures the rate of HIV/AIDS infection among Staff.</i></p>	2022	0.026 %	0.026 %	0.026 %	0.026 %	0.026 %	0.026 %	0.026 %	HR Records	Testing	Annually	Testing	Annually	Head of Admin. & HRM
2	<p>Percentage change in HIV/AIDS voluntary testing cases. <i>This indicator measures the rate of HIV/AIDS tested among Staff.</i></p>	2022	10%	25%	25%	50%	55%	70%	HR Records	Testing	Annually	Testing	Annually	Head of Admin. & HRM	

S/N O.	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUE					DATA COLLECTION AND METHODS OF ANALYSIS			MEANS OF VERIFICATION	FREQUENCY OF REPORTING	RESPONSIBILITY OF DATA
		DATE	VALUE	YR1	YR2	YR3	YR4	YR5	DATA SOURCE	DATA COLLECTI ON	FREQUENC Y OF DATA COLLECTIO			
3	<p>Percentage change in Corruption incidences.</p> <p><i>This indicates the number of Awareness meetings conducted annually.</i></p>	2022	0	0	0	0	0	0	Corruption Records	Checklist/Complaints	Annually	Meetings, Reports/cases	Annually	Head of Admin. & HRM
4.	<p>The number of staff recruited, promoted, developed, and remunerated.</p> <p><i>This indicator measures the number of Institution Service Delivery and Working Conditions Improved by June, 2025</i></p>	2022	20	20	20	20	20	20	Training Programme	Training Needs Assessment (TNA)	Annually	Certificates/ Reports	Annually	Head of Admin. & HRM

S/N O.	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUE					DATA COLLECTION AND METHODS OF ANALYSIS			MEANS OF VERIFICATION	FREQUENCY OF REPORTING	RESPONSIBILITY OF DATA
		DATE	VALUE	YR1	YR2	YR3	YR4	YR5	DATA SOURCE	DATA COLLECTI ON	FREQUENC Y OF DATA COLLECTIO			
5	<i>This indicator measures number Board and Advisory Committee (Statutory Organs) meetings organized as per agreed schedules by June, 2025.</i>	2022	0	0	0	0	0	0	Cases Register	Cases Checklist	Quarterly	Court Decision s/ Reports	Quarterly	Head of Legal Services Section
6	Number of Investments contracts entered This indicator measures number of potential investors in MPAs.	2022	2	3	2	2	2	2	Contract Register	Contract Checklist	Annually	Contract documents	Annually	Head of Legal Services Section
7	Percentage of Patrols and Surveillance conducted.	2022	712	100%	100%	100%	100%	100%	Patrol Reports	Patrol Reports	Quarterly	Boat Log Books	Quarterly	WICs

S/N O.	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUE					DATA COLLECTION AND METHODS OF ANALYSIS			MEANS OF VERIFICATION	FREQUENCY OF REPORTING	RESPONSIBILITY OF DATA	
		DATE	VALUE	YR1	YR2	YR3	YR4	YR5	DATA SOURCE	DATA COLLECTI ON	FREQUENC Y OF DATA COLLECTIO				
	<i>This indicator measures actual number of patrols conducted against planned.</i>														
8.	Percentage of the MPAs area demarcated. <i>This indicator measures the number of physical boundaries (buoys/beacons) demarcated against total area of MPAs</i>	2022	20%	25%	30%	35%	40%	50%	Monitoring Reports	Physical Observation	Quarterly	Physical Observation	Quarterly	WIC	
9.	Percentage of Coral cover. <i>This indicator measures the area of coral cover maintained within the MPAs.</i>	2022	42%	40%	40%	40%	40%	40%	Monitoring Reports	Strategic Adaptive Management (SAM), Global Coral	Annually	Monitoring	Annually	WIC	

S/N O.	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUE					DATA COLLECTION AND METHODS OF ANALYSIS			MEANS OF VERIFICATION	FREQUENCY OF REPORTING	RESPONSIBILITY OF DATA	
		DATE	VALUE	YR1	YR2	YR3	YR4	YR5	DATA SOURCE	DATA COLLECTI ON	FREQUENC Y OF DATA COLLECTIO				
										Reef Monitorin g Network (GCRMN)					
10.	Area of mangrove restored. <i>This indicator measures the degraded area restored.</i>	2022	2 Hecto r	2	2	2	2	2	2	Reports	Physical observatio n	Annually	Physical observati on	Annually	WIC
11.	Area of Sea grass maintained. <i>This indicator measures the area of sea grass cover maintained.</i>	2022	122 Stem s per 0.062 5 meter squar e	122	122	122	122	122	122	Monitorin g Reports	Quadrat (25cm X 25cm)	Annually	Monitorin g	Annually	WIC
12.	Fish biomass (Kg/ha) <i>This indicator measures the weight of fish (biomass) against</i>	2022	300k g/ha	350k g/ha	430k g/ha	450k g/ha	500k g/ha	500k g/ha	500k g/ha	Monitorin g Reports	Underwat er Visual Fish Census (Transect)	Biennial	Monitorin g	Biennial	WIC

S/N O.	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUE					DATA COLLECTION AND METHODS OF ANALYSIS			MEANS OF VERIFICATION	FREQUENCY OF REPORTING	RESPONSIBILITY OF DATA	
		DATE	VALUE	YR1	YR2	YR3	YR4	YR5	DATA SOURCE	DATA COLLECTI ON	FREQUENC Y OF DATA COLLECTIO				
	<i>highest priority for conservation i.e. (600kg/ha)</i>														
13.	ETP Monitoring Indicator <i>This indicator measures the number of endangered species</i> <ul style="list-style-type: none"> Sea turtle (nests) Whales 	2022													
			30	30	35	40	45	50	Monitoring Reports	Physical Observation and counting	Annually	Monitoring	Annually	WIC	
			56	100	100	100	100	100							
14.	Percentage coverage of MPAs. <i>This indicator measures the area of water coverage declared as marine protected area against International targets ie. 30% by 2030.</i>	2022	6.5%	10%	10%	10%	10%	10%	GN	Sq Km	Annually	GN	Annually	WIC	

S/N O.	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUE					DATA COLLECTION AND METHODS OF ANALYSIS			MEANS OF VERIFICATION	FREQUENCY OF REPORTING	RESPONSIBILITY OF DATA
		DATE	VALUE	YR1	YR2	YR3	YR4	YR5	DATA SOURCE	DATA COLLECTION	FREQUENCY OF DATA COLLECTION			
15.	<p>Percentage of revenue contribution from Tourism</p> <p><i>This indicator measures percentage of revenue accrued from tourism against Institutional total actual revenue per year.</i></p>	2022	54%	79	105	141	176	210	Financial Report	GePG	Annually	Financial Statement	Annually	Head of Finance and Accounts
16.	<p>Number of Cultural/heritage sites conserved</p> <p>This indicator measures number of cultural sites (ruins, historical graveyards) maintained within MPAs.</p>	2022	16	16	16	16	16	16	Reports	Physical Observation	Annually	Monitoring	Annually	WICs

S/N O.	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUE					DATA COLLECTION AND METHODS OF ANALYSIS			MEANS OF VERIFICATION	FREQUENCY OF REPORTING	RESPONSIBILITY OF DATA
		DATE	VALUE	YR1	YR2	YR3	YR4	YR5	DATA SOURCE	DATA COLLECTION	FREQUENCY OF DATA COLLECTION			
17.	<p>Percentage of revenue to projections</p> <p><i>This indicator measures actual revenue collected against annual revenue projection</i></p> <p>Note: the target amount is TZS. 5B</p>	2022	51.5 %	75%	100 %	134 %	168 %	200 %	Financial Report	GePG	Annually	Financial Statement	Annually	Head of Finance and Accounts
18.	<p>Audit Opinion</p> <p>This indicator measures efficiency and effectiveness of operation and financial management. This will be determined by obtaining Unqualified</p>	2022	Unqualified opinion	Unqualified opinion	Unqualified opinion	Unqualified opinion	Unqualified opinion	Unqualified opinion	Audit Report	Audit	Annually	CAG Report on Financial Statement	Annually	Head of Finance and Accounts

S/N O.	INDICATOR AND INDICATOR DESCRIPTION	BASELINE		INDICATOR TARGET VALUE					DATA COLLECTION AND METHODS OF ANALYSIS			MEANS OF VERIFICATION	FREQUENCY OF REPORTING	RESPONSIBILITY OF DATA	
		DATE	VALUE	YR1	YR2	YR3	YR4	YR5	DATA SOURCE	DATA COLLECTI ON	FREQUENC Y OF DATA COLLECTIO				
	opinion issued by CAG														
19.	Dependency Rate. <i>This indicators measures dependence of local community on marine resources within or around MPAs.</i>	2022	60%	55%	45%	40%	40%	40%	Socio- economic Studies	Social Survey	Annually	Monitorin g Reports	Annually	WIC	

4.7.2 Planned reviews

The plan is to carry out a total of **10** formal reviews during the Strategic Plan Cycle through the Annual Budget. The review will be tracking progress on implementation of milestones and targets on semi-annual and annual bases. A total of **34** milestones will be tracked during the period of five years.

During the Strategic Plan Cycle, two (2) formal reviews will be conducted (Annual and Mid-Year Reviews). The First mid-year review will be conducted in January, 2024 while the annual review will be conducted from July, 2024 consecutively. The reviews will focus on determining whether the planned activities are moving towards achieving the annual targets and will find out whether they are on track, off track, unknown or at risk. In addition, the review will track any change of output realized over the period as well as assessing issues, challenges and lessons learnt over the year and to what extent the output delivery are contributing towards the achievements of the objectives. The reviewed findings will be used to adjust Implementation strategies whenever necessary. The respective Warden In-Charge and Heads of Sections/Units will take a lead in the review process.

The specific planned review, milestones, timeframes and responsible Warden In-Charge/Sections/Unit are detailed below:

Table 8: Planned Reviews Matrix

S/No.	YEAR	PLANNED REVIEWED	MILESTONES	TIME-FRAME	RESPONSIBLE PERSON
1.	2023/24	Two Reviews Per Year (Mid-Year and Annual Reviews)	<ul style="list-style-type: none"> i. Marine Parks and Reserves Act, 1994 Cap 146 reviewed ii. The Marine Parks and Reserves (User Fees) Regulations, 2021 reviewed iii. General Management Plans for MIMP reviewed iv. Investment Guidelines for MPAs reviewed v. Tanga Marine Reserves System General Management Plan developed vi. MPAs Management effectiveness Assessment using IMET reviewed vii. ICT Disaster Recovery Plan Reviewed viii. Staff Regulations developed ix. VLC Standard Operating Procedures Developed 	<ul style="list-style-type: none"> June 2024 	<ul style="list-style-type: none"> Head of Legal Services Unit Head of Legal Services Unit WIC Head of Planning Unit WIC WIC Head of ICT Head of Administration and Human Resource WIC/ Head of Conservation.
2.	2024/25	Two Reviews Per Year (Mid-Year and Annual Reviews)	<ul style="list-style-type: none"> i. Parks and Reserves Regulations reviewed ii. Eco-Tourism Management Plan developed iii. Institutional Business Plan reviewed 	<ul style="list-style-type: none"> June 2025 June 2025 June 2025 	<ul style="list-style-type: none"> Head of Legal Services Unit Head of Conservation Head of Planning Unit

S/No.	YEAR	PLANNED REVIEWED	MILESTONES	TIME-FRAME	RESPONSIBLE PERSON
			iv. Client Service Charter reviewed v. Institutional Blue Economy Strategy developed vi. Oil Spill Contingency Plan reviewed vii. MPAs Resource Monitoring Guidelines developed viii. Institutional Incentives Scheme developed ix. ICT Disaster Recovery Plan reviewed x. A Comprehensive Marine Parks and Reserves Regulations developed xi. Strategic Adaptive Management (SAM) reviewed.	June 2025 June 2025 June 2025 June 2025 June 2025 June 2025	Head of Administration and Human Resource WIC /Head of Conservation WIC /Head of Conservation Head of Conservation Head of Administration and Human Resource Head of ICT Unit Head of Legal Services Unit Head of Conservation
3.	2025/26	Two Reviews Per Year (Mid-Year and Annual Reviews)	i. General Management Plans for MPAs (MBREMP, DMRS, TACMP) reviewed ii. Mafia Marine Reserves System GMP developed iii. ICT Policy Reviewed iv. Financial Regulations reviewed v. Accounting Manual reviewed vi. Risk Management Framework reviewed	June 2026 June 2026 June 2026 June 2026 June 2026 June 2026	WIC WIC Head of ICT Head of Finance and Accounts. Head of Finance and Accounts Head of Internal Audit

S/No.	YEAR	PLANNED REVIEWED	MILESTONES	TIME-FRAME	RESPONSIBLE PERSON
			vii. Board Charter reviewed	June 2026	Head of Legal Services Unit Head of ICT Unit Head of Planning Unit
			viii. ICT Disaster Recovery Plan reviewed	June 2026	
			ix. Strategic Plan reviewed	June 2026	
4.	2026/27	Two Reviews Per Year (Mid-Year and Annual Reviews)	i. Guidelines for Environmental Impact Assessment reviewed.	June 2027	Head of Conservation
			ii. Disaster Recovery Plan reviewed.	June 2027	Head of ICT Unit
5.	2027/28	Two Reviews Per Year (Mid-Year and Annual Reviews)	i. Communication and Marketing Strategy reviewed.	June 2028	Head of Tourism
			ii. Environmental Education and Awareness Program reviewed	June 2028	Head of Conservation
			iii. Strategic Plan reviewed		
			iv. Disaster Recovery Plan reviewed.	June 2028	Head of Planning Unit
				June 2028	Head of ICT Unit

4.7.3 Evaluation Plan

The Evaluation Plan consists of evaluation studies to be conducted during the Strategic Plan Cycles, description of each study, methodology, timeframe and responsible Warden In-Charge/Section/Unit. MPRU intends to conduct **13** evaluation studies over the period of five years. The evaluation studies aim at obtaining evidences as to whether the interventions and outputs achieved have attained the outcome envisioned in the strategic plan. The Evaluation Plan matrix is detailed below:

Table 9: Evaluation Plan Matrix

S/NO.	EVALUATION STUDIES	DESCRIPTION	METHODOLOGY	TIMEFRAME	RESPONSIBLE DEPARTMENT
1.	Internal Audit Reviews.	Assesses the internal control mechanisms -value for money, efficiency and effectiveness of spending public money	Done through series of Interviews, examination, vouching of documents and test checking of financial data	June 2025	Head of Internal Audit
2.	Service Delivery Survey	Assessment of quality of service delivered by Institution to its stakeholders and performance of the Institution towards achieving its objectives.	Conduct interviews, administer questionnaires and use of suggestion boxes	June 2025	Head of Administration and Human Resources
3.	Fee structure & regulations	Reviewing the effectiveness of newly introduced rates and suggest areas for improvements and amendments	Participant observation, consultative meetings, checklists and questionnaires	June 2024	Head of Finance and Accounts
4.	Marine Resources Survey	Evaluation of ecological systems, process and associated biodiversity (mangrove, seagrass, estuarine, corals, fish, and invertebrates) including mapping of key eco-systems (mangrove, sea grass and coral reef coverage); impacts of climate change and invasive species.	The survey will be done by using Global Coral Reef Monitoring Network (GCMRN) protocol: Strategic Adaptive Management (SAM) approach and Geographical Information System (GIS) techniques.	June 2025	Head of Conservation

S/NO.	EVALUATION STUDIES	DESCRIPTION	METHODOLOGY	TIMEFRAME	RESPONSIBLE DEPARTMENT
5.	Economic Benefit of MPAs	Appraisal of the economic benefits of marine protected areas to an individual local resident, communities and national GDP	Engage consultant	June 2026	Head of Conservation
6.	Carrying Capacity of MPAs	This study will evaluate the human activities (fishing pressure) which can be sustained per each MPA. Evaluation of fishing pressure in marine parks and visitation on marine reserves.	Engage consultant	June 2025	Head of Conservation
7.	Marine Eco-System Services	Appraisal of direct and indirect use value of marine eco-system services to assign a monetary value.	Engage Consultant (Natural Resources Valuer)	June 2028	Head of Conservation and Head of Planning
8.	Blue Carbon Stock in MPAs	Evaluation of blue carbon stock potential as a financing mechanism to MPAs and as an alternative source of income to local communities through carbon credit market	Engage Consultant	June 2024	Head of Conservation
9.	Mangrove and Coastal Forest	Assessment of the status, diversity and abundance of mangrove and coastal forest within MPAs	Multi-disciplinary Task Force composed of government employees with different professions	June 2024	Head of Conservation
10.	Coelacanth Survey	Assessment of the status of long lived fish once considered as a living	Engage Consultant	June 2026	Head of Conservation

S/NO.	EVALUATION STUDIES	DESCRIPTION	METHODOLOGY	TIMEFRAME	RESPONSIBLE DEPARTMENT
		fossil, Coelacanth, and later found to inhabit around coastal area of Tanzania residing over 150m depth under sea with the use of sophisticated modern sampling equipment and special laboratories for environmental DNA analysis.			
11.	Identification of potential marine protected areas.	Assessment of areas of ecological importance as feeding, spawning and breeding for fishes and other marine biodiversity that would eventually be declared as protected areas.	Field Survey, Consultative meetings, Literature reviews	June 2025	Head of Conservation
12.	Endangered, Threatened and Protected (ETP) species	Evaluation of marine iconic species, endangered, mammals and other migratory species (eg. Whale, Dugong and Sea turtle) including migratory routes, homing range, feeding ground, spawning sites, abundance and their diversity.	Done through Multi-disciplinary Task Force composed of government employees with different marine and fisheries professions	June 2027	Head of Conservation
13.	Sustainable Financing Mechanism.	Assessment on the sustainable financing in the Tanzanian Mainland Marine Protected Areas	Done through Multi-disciplinary Task Force composed of government employees with different	June 2027	Head of Finance & Conservation

S/NO.	EVALUATION STUDIES	DESCRIPTION	METHODOLOGY	TIMEFRAME	RESPONSIBLE DEPARTMENT
			marine and fisheries professions		

4.8 Reporting Plan

This sub-section details the Plan for internal and external reporting.

4.8.1 Internal Reporting Plan

This internal reporting plan will involve the preparation of various reports, from MPAs Centres and Sections/Unit on weekly, monthly, Quarterly and Annual basis or as they are required from time to time. The Internal Reporting Plan is described below:

Table 10: Internal Reporting Plans

S/NO.	TYPE OF REPORT	RECEPIENT	FREQUENCY	RESPONSIBLE PERSON
1.	Section Report	Sections/Unit Heads	Weekly	Head of Sections/Unit
2.	Department/MPAs/Sections/Unit report	Head of Planning Unit	Monthly	Heads of Department/WIC /Sections/Unit
3.	Financial Report	Head of Finance and Accounts	Monthly	Head of Finance and Account Unit
4.	Quarterly Progress Report	CEO/UM/Board/Board Committee	Quarterly	Planning Unit
5.	Mid-Year Review Report	CEO/UM/Board/Board Committee	Semi-Annually	Planning Unit
6.	Annual Progress Report	CEO/UM/Board/Board Committee	Annually	Head of Planning Unit
7.	Annual Performance Report	CEO/UM/Board/Board Committee	Annually	Head of Finance and Head of Planning Unit
8.	Liability Report	Internal Auditor	Annually	Heads of Unit

4.8.2 External Reporting Plan

This Plan contains reports that are used by various stakeholders, including PMO, CAG, OTR, Parliament, DPs and the General Public. The reports will be prepared on a quarterly and annual or demand basis from time to time. The reporting plan will be in accordance with the statutory requirements as directed from time to time, as well as the Government Performance reporting requirements as stipulated in Medium Term Planning and Budgeting Guidelines (MTPBG) and Medium-Term Planning and Budgeting Manual (MTPBM). The external reporting plan is described as below.

Table 11: External Reporting Plans

S/No.	TYPE OF REPORT	RECEPIENT	FREQUENCY	RESPONSIBLE PERSON
1.	Quarterly Progress Report	OTR /MLF /MoFP	Quarterly	CEO/UM
2.	Mid-Year Review Report	OTR /MLF /MoFP	Semi-Annually	CEO/UM
3.	Annual Progress Report	OTR /MLF /MoFP	Annually	CEO/UM
4.	Ruling Party Election Manifesto Implementation Report	OTR /MLF /MoFP	Annually	CEO/UM
5.	Annual Financial Statement	CAG	Annually	CEO/UM
6.	Performance Contract	OTR	Quarterly/Annually	CEO/UM/BOARD
7.	Audit Management Letter	CAG	Annually	CEO/UM/BOARD
8.	Parliamentary Committees Reports	Parliament	Annually	CEO/UM/BOARD

4.9 Relationship between Results Framework, Results Chain, M&E, and Reporting Arrangements

Level 1 - Inputs

The first level of the Results Framework tracks the allocation and use of resources in various activities. Resources availability will be reviewed on weekly or monthly basis and will be reported on respective implementation reports. At this level, the focus will be on the number and quality of human resources available for various tasks, amount of time dedicated to tasks by staff, information flow between various levels, time spent on resolving problems, quality and timeliness of decisions, and staff as well as predictability of resource flows, the alignment of resource flow to the activities and outputs.

Level 2 - Activities

The second level of the Results Framework focuses on the realization of activities and the linkage between activities and outputs. At this level focus will be on processes, activities programming, and timeliness of implementation. Activities will be reviewed on a weekly or monthly basis and will be reported on respective implementation reports. The reports will focus on the quality and timeliness of the activities implemented and will inform corrective action if the activities are not being delivered on time to the expected quality and if are not contributing to outputs.

Level 3 - Outputs

The third level of the Results Framework tracks the realization of the outputs that MPRU produces and which are attributed solely to MPRU. The outputs at this level will be measured by output Indicators and milestones, and data collection and analysis will be done quarterly. Outputs or Milestones which

have a significant impact on the achievement of the objectives will be reviewed quarterly and reported in quarterly reports. The reports will focus on how outputs and outcomes are delivered and will inform corrective action.

Level 4 - Outcomes

The fourth level of the Results Framework tracks the realization of the intermediate outcomes specified for each objective, though achievement of these outcomes may not be attributed to MPRU alone as there will be several players contributing to these outcomes. These intermediate Strategic Plan outcomes will be measured through outcome indicators whose data collection and analysis could be done annually. Indicators at this level are reported through the Annual or Medium Term report. The annual reports and Medium Term Report will be based on either sector or specific evidence-based studies using national statistics.

Appendix 1

Appendix 1 : Assessment on Number of the Objectives and Targets. *NB:* Rating: 100 – 71% Very good, 70 -61% Good, 60 – 50 % Fair, and 49-0% Poor.

OBJECTIVE	TARGET/INDICATOR	ARCHIEVED	PARTIALLY ARCHIEVED	NOT ARCHIEVED	TOTAL	TOTAL SCORE
Ob 1: Legal Framework, Plans, Organization and Management	18	0	12	6	18	20
Ob 2: Conservation of Biodiversity and ecosystem Processes	22	5	7	10	22	20
Ob 3: Financial Management and Marketing	10	5	2	3	10	20
Ob 4: Information, Communication and Technology	8	0	4	4	8	20
Ob 5: Research and Monitoring	11	0	8	3	11	20
TOTAL	69	10	33	26	69	100
Percentage %		14	48	38	100	

The data from the above table indicates the performance of the previous strategic plan was generally poor. Full achievements were **14%** and partial satisfactory achievement of **48%** of all planned target. Targets which were not achieved during the planning period according to **38**.

Appendix 2: Baseline Table

S/N	VALUES	MIMP	Year	MBREMP	Year	TACMP	Year	DMRs	Year
1	Coral reef family	15	2004	15	2004		2011		1975
2	Coral reef genera	63		59		47		55	
3	Coral reef species	273		258				88	
4	Fish families	56	2004, 2003	50	2011		2011	26	2021
5	Fish genera			150					
6	Fish species	380		400		380			
7	Mangrove species	8	2011	7	2011	9	2011	2	2005
8	Sea turtle diversity	5	2011	5	2011	5	2011	5	2011
9	Seagrass diversity	12	2011	10	2011	10	2011	6	2005
10	Coastal forest & shrubs	656	2011	254				11	2005
11	Marine Mammals			4	2011				
12	Echinoderms			400	2011				
13	Shore birds					3	2011	4	2005
10	Algae	134				350			