

# **Tanzania Coastal Management Partnership**

**Annual Self-Assessment Report**  
Year two

**May 2000**

Prepared by:

**TCMP Support Unit**

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the University of Rhode Island/Coastal Resources Center and the  
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# 1. INTRODUCTION

The Tanzania Coastal Management Partnership (TCMP) adopts a learning-based approach for carrying out its work of facilitating the establishment of effective coastal governance in Tanzania. Critical to all learning processes is the need to reflect upon experience, then use lessons from that reflection to guide subsequent actions.

The purpose of the TCMP Self-Assessment was to provide the space and time for group reflection and learning. Its timing was critical. It was designed to occur towards the end of the second year's work plan, when the Year Three work plan is being developed. The composition of the self-assessment team was also critical. It included TCMP leadership, leaders of key project components, a number of the TCMP technical advisers, as well as integrated coastal management (ICM) experts who are not involved in the TCMP on a day-to-day basis, and USAID personnel and partners involved in related natural resources projects globally and in Tanzania.

The self-assessment did not reconsider TCMP's Life of Project Results; these were assumed to remain intact. Rather the focus was on strategies and annual results. Specific TCMP self-assessment objectives included the following:

- Assist the TCMP in developing its Year Three Work Plan by considering the strategies, successes, failures and challenges of Year Two.
- Draw lessons from TCMP's implementation experience and apply it to the development and operation of a national ICM Program.
- Build TCMP team cohesion and a shared view of the entire program and how each program element contributes to the whole.

The assessment took place from May 1 to 5, 2000 and was divided into three parts (the complete agenda for the workshop is contained in the Annex).

1. Assessment workshop (Day 1)
2. National ICM retreat (Day 2-3)
3. Documentation of workshop and retreat outputs and Year Three work plan development (Day 4-5)

The *first part* of the assessment brought together key members from TCMP's working groups with the Self Assessment Team in an intensive half-day workshop. Participants of this workshop are listed at the beginning of this report. Participants were organized into small teams to consider the first four Life of Project Results (LOPR) from the Year Two work plan (broadly described as National Policy, Mariculture, Enabling Conditions, and Capacity Building). TCMP's fifth LOPR—sharing lessons—was not assessed. The crosscutting theme of science for management was included in the National Policy result area. The self-assessment team was asked to reflect upon the experience of the past year with respect to strategies, results, and implications for the future. Self-assessment questions were divided into two categories that roughly correspond to “what was accomplished” and “what are the lessons and implications?”

### **What was Accomplished?**

- What were the anticipated results for year two?
- What strategies were used to achieve the results?
- What results were realized?

### **What are the Lessons and Implications?**

- What were the barriers or challenges to achieving results?
- Were the results the rights results to be targeted?
- What are the anticipated results for Year Three?

The *second part* of the assessment was a two-day retreat that brought together the self-assessment team, members of TCMP's three working groups, and representatives from each of Tanzania's ongoing coastal programs at the regional, district and local levels. Representatives from coastal programs reported on progress and current activities and then all participants reviewed the results from the assessment workshop and helped identify priorities, strategies and potential challenges in the TCMP Year Three work plan. This exchange provided "customer" feedback about TCMP's interaction with locally based programs and gave clear direction on the need to strengthen the local-national relationship in Year Three.

The *third part* of the self assessment was a two-day period where the Self Assessment Team compiled and synthesized the outputs from the workshop and retreat and drafted the Year Three work plan. During this time, the Self Assessment Team briefed the Acting Mission Director at USAID/T about the Self Assessment and the draft Year Three work plan.

This document attempts to summarize the lively discussions that occurred over this self assessment period.

## **2. INTEGRATED COASTAL MANAGEMENT (ICM) POLICY/PROGRAM THAT IS EFFECTIVELY APPLIED TO COASTAL PROBLEMS AT BOTH THE NATIONAL AND LOCAL LEVELS DEVELOPED (LOPR1)**

### **What was accomplished?**

#### **What were the anticipated results for year two?**

The following components of a coastal policy/program were developed:

- Issue profiles
- Policy/program goals and strategies identified
- Institutional and legal framework and implementation strategy developed

TCMP achieved its anticipated results in LOPR1 and moved closer than anticipated to policy adoption.

#### **What strategies were used to achieve the results?**

- Execution by Core Working Group with secretariat support
- Heavy consultation
- Took incremental steps in developing the policy documents
- Regular communication with public (via papers) and key stakeholders
- TCMP brought all the local programs together
- Legal team completed an inventory of regulations, Acts, policies, and legal cases related to ICM and completed a gap analysis
- Consultation with and preparation of key actors that were critical to policy adoption

### **What are the lessons and implications?**

#### **What were the barriers or challenges to achieving results?**

- Coordination between WG and external experts
- Coordinating timing of key actions for policy adoption.
- A number of other, high profile policies that are related to ICM has caused confusion
- Civil Service Restructuring Program and Local Government Reform Program caused instability
- Staffing changes at high levels of government (PS) slowed progress
- Transitioning the Core Group's input from technical to policy level
- Government action on policy adoption decreases as it moves towards budget session and general election
- Because this is a multi-sectoral policy, the number of people that need to be involved in the discussion is large
- Keeping the policy balanced between local and national issues

#### **What are the key lessons that may be useful for future ICM?**

- White paper was repetitive, TCMP could have moved directly to draft policy
- Important to have Directors joined by local representatives and Members of Parliament
- Advisors to PS must be fully supportive of the policy

- The field study completed by the legal team to harvest the Tanga experience was extremely important
- Even though a highly consultative process was used, government still made substantial changes to the policy. Recognize that it is part of the policy adoption process.
- TMCP should have convened a meeting of the Vice President's Office to move from the Green Paper to the draft policy
- Even when staff representing institutions conveyed information about the process and policy back to their home institution, the leadership of the home institution was still compelled to make changes to the policy
- TCMP should have adjusted the participatory and consultative process to ensure the policy was delivered to government well in advance of the election date

## **Looking ahead to Year Three**

### **What are the priorities for Year Three?**

- Carry out in tandem:
  - ❑ Completion of the policy adoption process
  - ❑ Support to planning and integrated management of coastal resources and activities at the local level
  - ❑ Provide mechanisms to balance national and local interests
- In the unlikely event that the ICM policy is not adopted in good time, more emphasis and resources should be given to support the District-level planning process and integrated management of coastal resources and activities at the local level, and more emphasis should be given to mechanisms to balance national and local interests

### **What strategies should be used in Year Three?**

- Guidelines for the preparation of ICM action plans that can be used by participating districts should be developed in collaboration with TCMP
- The TCMP will serve as technical advisors to district level planning efforts
- In the event the policy has not been adopted, the Local Government Reform Policy and local government laws will be used as channels for adopting the Guidelines

### **What are potential barriers and challenges in Year Three?**

- The current Local Government Reform Policy provides that districts should develop consolidated integrated development plans. This might pose a challenge when trying to infuse integrated coastal management plans within the consolidated plans.
- Financial sustainability is also a challenge. As existing programmes are currently externally supported, there is a need to think of ways in which the plans that are to be developed are going to be funded.
- Inequitable distribution of human and institutional capacity within some districts may also pose a challenge to implementation of the plans
- Once the Coastal Policy is adopted there will be a need for institutional restructuring within TCMP. The transition period within which the restructuring is supposed to occur may pose a challenge to implementation.
- The coming election may pose a challenge as the central government may shift program and funding priorities. Even after the election, staff transfers may occur which might act as a barrier to the collaborative process of developing plans.
- The implementation of the Local Government Reform Programme in phases is a disadvantage to districts that do not fall in the first phase. Districts which fall in phase one (about 35 districts) will have additional funding. The less advantaged districts such as

Pangani may therefore need to be considered for extra funding to enable them to fulfill their tasks under the ICM action plans.

### **3. SCIENCE AND MANAGEMENT (LOPR1)**

#### **What was accomplished?**

#### **What were the anticipated results for year two?**

- Formulation of a national monitoring program
- Preparation of a comprehensive document on six marine science themes (coastal erosion, marine fisheries, coral reefs, water quality and pollution, mangroves, and other marine living resources)
  - ❑ Comprehensive review and synthesis of the literature including maps showing geographic location of various types of marine studies
  - ❑ Executive summaries for resource managers on each theme
- Bibliography of all Tanzanian marine science literature and annotated bibliography of selected documents for each theme area
- Preparation and publication of a Reference Location Guide for all available literature on marine sciences in Tanzania
- Preparation of photocopies of all previously unavailable literature and their placement in IMS, UDSM, and TCMP libraries
- Production of a Directory of Marine Scientists in Tanzania and its placement on the Web
- Initiation of a process for conveying marine science information to resource managers

#### **What strategies were used to achieve the results?**

- A team of Theme Expert Leaders (TEs) was formed to prepare bibliographies and a comprehensive review of existing marine science literature in six theme areas
- An external review process was initiated to ensure the credibility of the documents that review and synthesize the literature
- Executive Summaries aimed at informing resource managers were prepared according to a common format
- All major libraries where literature on marine science is kept were visited to locate literature that is not readily available and to confirm that literature listed in catalogs is actually in the library
- A Reference Location Guide was prepared as a mechanism for informing scientists and managers on how to access marine science literature and for continuous updating
- A questionnaire was prepared and sent to institutions and individuals in Tanzania that are affiliated with or conduct marine science related activities. Results were compiled in a reference document and placed on the Web
- Networking with local ICM projects and managers was initiated through participation in TCMP national retreats

#### **What results were realized?**

- Draft review and syntheses of literature completed and sent to external reviewers
- Mapping information collected
- First draft of Executive Summaries prepared for almost all themes
- Bibliographies and annotated bibliographies completed
- Draft Reference Location Guide completed
- Draft Directory of Marine Scientists in Tanzania completed

## **What are the lessons and implications?**

### **What were the barriers or challenges to achieving results?**

- Extreme difficulty in locating and obtaining copies of marine science reports, papers, and documents (e.g. conference papers, proceedings, and project report)
- Challenge of synthesizing information from a large number of diverse papers in a common format that informs both scientists and managers
- Difficulty in securing a high response rate to the Marine Science Directory questionnaire
- A barrier to designing and implementing national coastal ecosystem research, monitoring and assessment is the need for external funding

### **Were the results the rights results to be targeted?**

- The first anticipated result (design of national monitoring program) was postponed. Because there exists a large amount of literature that had not been previously reviewed, there was a risk of designing a monitoring plan that is not based on prior assessment of science gaps and priorities for research and monitoring
- All other anticipated results were felt to be very appropriate since there is an urgent need for managers and scientists to have information on marine sciences readily available in an understandable form

### **What are the key lessons that may be useful for future ICM?**

- There is a need for establishing better mechanisms for sharing information among scientists and managers
- National coastal ecosystem monitoring needs to be developed and coordinated to specifically address priorities for coastal management as identified by TCMP
- There is a need for better collaboration between scientists and managers in environmental conservation, restoration and management. Resource managers should be included in STWG
- STWG must actively solicit funds for conducting coastal ecosystem research, monitoring and restoration

## **Looking Ahead to Year Three**

### **What are the priorities for Year Three?**

- Formalize and charge STWG as a body of the future TICMO office
- Prepare a State of the Coast using indicative indicators and the review completed by the Science Working Group
- Partner with other donors to develop and apply a national ecosystem monitoring program
- Serve as scientific and technical advisors as needed in the development of District development plans
- Provide advice to and collaborate with the new Tourism Working Group

### **Strategies for preparing a State of the Coast**

- Complete review documents STWG started in Year 2 (comprehensive synthesis report, executive summaries and bibliographies)
- Design Report Card and guidance for its use
- Convene a meeting with social scientists for input to the Report Card
- Pretest the Report Card

- Identify and contact the individuals who will be responsible for completing the Report Card and attending a State of the Coast Workshop
- Organize and convene a national State of the Coast Workshop
- Produce a State of the Coast using Workshop results and relevant sections of the synthesis reports

**What are potential barriers and challenges in Year Three?**

- Determining appropriate membership of the new STWG
- Building a cohesive and strong STWG team capable of leading a science for management agenda that contributes to national ICM
- Appropriate selection of individuals to whom the Report Card should be sent and securing their motivation to participate
- Selecting suitable social scientists to help with the Report Card and State of the Coast report
- Synthesizing the large amount of information from the Report Cards and the synthesis reports into a single summary report on the State of the Coast
- Developing feasible and viable proposals for external funding
- Motivating communities to be involved in monitoring, restoration and conservation work

## **4. INTERSECTORAL MECHANISM FOR ADDRESSING EMERGING COASTAL ECONOMIC OPPORTUNITIES DEMONSTRATED (LOPR2)**

### **What was accomplished?**

#### **What were the anticipated results for year two?**

- New TOR developed as a basis for MWG activities
- Intersectoral mechanisms tested
- Mariculture Guidelines developed and adopted
- Capacity increased for implementation of Guidelines
- Links developed between CWG and MWG
- New intersectoral issue selected

#### **What strategies were used to achieve the results?**

- Expand the MWG to include participation of new agencies
- Conduct regular meetings and workshops
- Consult with government agencies and Directors
- Develop and learn from real-life case-studies
- Prepare draft approval process for discussion and seek consensus from relevant stakeholders
- Conduct implementation workshop on approval process
- Provide regular feedback to CWG

#### **What results were realized?**

- Group expanded from 9 to 15 members
- Secretariat established to support MWG
- Mariculture Guidelines drafted
- Consultation and buy-in from key stakeholders
- Stakeholders Workshop and Directors meeting convened
- Proposed approval process developed
- Three of four case-studies completed
- Communication mechanism established between CWG and MWG

### **What are the lessons and implications?**

#### **What were the barriers or challenges to achieving results?**

- Internal dynamics, consistency, and attendance of MWG members
- Members had to learn-by-doing
- Difficulties in getting decision-makers' attention
- Changes in decision-makers and policies
- Weak feedback from MWG members to their respective institutions or stakeholder groups
- All relevant sectors not represented on MWG (e.g. tourism, mining, industries)
- Lack of clarity on tenure rights (marine waters)
- Stakeholders at community level often have overly high expectations on MWG

### **Were the results the rights results to be targeted?**

- Overall, work plan targets and results were on target. One addition to the anticipated results was an approval process “checklist”.

### **What are the key lessons that may be useful for future ICM?**

- Try to connect MWG members’ work with the parallel work they are responsible for in their respective institutions
- Provide incentives to members to participate and seek consistent involvement
- Consult and engage Directors, local programs, and the private sector
- Be clear that members should represent their agencies and promote two-way communication between the work of the MWG and their agencies
- For any future WG, develop specific TOR and selection criteria for members
- In selecting new issues, choose those with economic importance for multiple stakeholders
- Provide for regular review and amendment of mariculture Guidelines
- Provide support to WG’s with secretariat, facilitators, and technical advisors
- Use Kiswahili media to conduct education and outreach

## **Looking ahead to Year Three**

### **What are the priorities for Year Three?**

For mariculture:

- Continued support for MWG
- Complete Guidelines and approval process checklist
- Support the adoption of the Guidelines
- Finalize learning document
- Build capacity to implement Guidelines
- Test and promote inter-sectoral mechanisms

For tourism:

- Establish Tourism Working Group (TWG)
- Include members from other Working Groups on TWG
- Develop a detailed task plan that draws from Mariculture Working Group experience
- Hold primer course on tourism and eco-tourism
- Profile tourism issues (including the use of peer-to-peer learning to support research associated with the profile)
- Develop tourism development guidelines
- Test and promote coordinated permit review
- Conduct a public awareness campaign

### **What are potential barriers and challenges in Year Three?**

- It is expected that the barriers and challenges in Year Three will be similar to Year Two.

## 5. ENABLING CONDITIONS FOR ICM IMPLEMENTATION (LOPR3)

### What was accomplished?

#### What were the anticipated results for year two?

- Link national and local levels of government in the development of coastal policy
- Provide support to locally-based coastal management activities
- Experience and learning shared among existing ICM activities in Tanzania through a national network of ICM practitioners
- Create an informed constituency at the District (and national) level

#### What strategies were used to achieve the results?

- Involve local programmes and key local government officials in multiple policy formulation events
- Two national retreats/meetings of local programmes and TCMP working groups
  - The substance of the coastal policy was enriched by sharing experience
  - Local programs provided line by line comments to Green Paper
- Coastal MPs / local government and local ICM programmes participated in November policy meeting
  - Local participation and endorsement gave policy credibility with central government
- Convened and facilitated forum between Fisheries Division and local stakeholders to resolve trawler/local fishermen conflicts
- Provided information to potential local ICM programmes and projects (e.g. Kunduchi, Mnazi Bay, WWF Eco-region study)
- Disseminated publications in English and Kiswahili through TCMP's mailing list
- TCMP produced and disseminated 15 publications
- Provided limited technical assistance on request to local ICM programmes
- Pwani Yetu was published 4 times (1000 in Kiswahili; 500 in English)
- Epwani email list functional with 45 subscribers
- Use Web site to make available general information on TCMP and electronic versions of key documents
- TCMP documents distributed through a mailing list that now contains over 100 names of ICM practitioners in Tanzania
- Focused consultations with coastal MPs, regional and district authorities
  - High level individuals (DG-NEMC) went to the field to hear views
- Distributed Video Voices from the Field at November Policy Meeting to Ministries and the media
- CEAS successfully underway in 7 Districts
- TCMP participated in World Environment Day
- Media meeting for reporters chaired by DG-NEMC
  - Many articles on coastal issues have appeared in the media

### What are the lessons and implications?

#### What were the barriers or challenges to achieving results?

- Local programmes find it difficult to contribute articles and other input to Pwani Yetu and Epwani

## **What are the key lessons that may be useful for future ICM?**

- While the purpose of TCMP/local programme meetings was to get input to policy; they had equal or greater import for programmes' learning from each other
- Input from local programmes/officials is crucial for improving the substance and credibility of national policy
- Specific venues must be provided for local program input
- Mixing local and central government representatives in the same meeting (e.g. November meeting) is very beneficial and productive
- Forums for stakeholders are crucial to problem solving. TCMP can convene these kinds of forums
- Preparing excellent Kiswahili versions of important documents (e.g. Green Paper) is important, but difficult.
- Timing newsletters to key events increases their impact
- Extracting information from local programme reports for use in Pani Yetu stories is possible
  - However, it is better if local programmes provide their own stories
- It is difficult to have independently produced video aired on TV (a different strategy for video production might have been better)
- The CEAS is essential for TCMP credibility in coastal communities and needs to be continued
  - Some national support to districts for implementation will remain essential

## **Looking ahead to Year Three**

### **What are the priorities for Year Three?**

- Support information and communication systems that enhance contact between central government sectors and implementing districts
  - Promote sharing of experience and ideas among the emerging network of ICM practitioners in Tanzania. The target audience includes all members of the Working Groups and existing ICM programmes
  - Maintain the ICM practitioners' mailing list for Tanzania
  - TCMP should conduct workshops to convene all of the local coastal management programs every six months
  - Assist new coastal management initiatives during their design and start up phase as requested
  - Maintain the ICM practitioners email discussion group for Tanzania
  - Maintain a TCMP website that provides all of the TCMP's products and outputs on-line as well as regular progress reports and updates
- Raise awareness of and build support for ICM
  - Community partnership/awareness raising campaign that focuses on awarding prizes
  - General media campaign to keep coastal management issues and concerns in the national press
  - Regular reports to people of Tanzania on progress being made on policy implementation.
- Provide support to districts as they prepare and implement ICM action plans
- Facilitate participation and compliance with regional and international conventions and declarations pertaining to coastal and marine management

### **What are potential barriers and challenges in Year Three?**

- Lack of material contributions from institutions and local communities
- Updating mail addresses
- Over-anticipation of TCMP support by project initiators
- Districts authorities should develop their own mechanisms and strategies to sustain the CEAS scheme and ensure local ownership
- Local ICM projects and programmes are not fully involved in CEAS planning and implementation
- Lack of motivation for local journalists to actively provide coverage of ICM related issues

### **What addition strategies will be required?**

- Translation of policy into simple and understandable Kiswahili
- Use of focussed and topical talks for the public on various topics related to coastal zone
- Encourage people to participate in the ICM practitioners email discussion group
- Facilitate various fora for information exchange and communication

## **6. HUMAN AND INSTITUTIONAL CAPACITY FOR ICM (LOPR4)**

### **What was accomplished?**

#### **What were the anticipated results for year two?**

- Experience and training of coastal management practitioners through learning-by-doing
- Capacity for implementation of TCMP-developed strategies and guidelines is improved
- Development of a more "educational track" for ICM capacity building
- NEMC internal strategic planning process complete

#### **What strategies were used to achieve the results?**

- Learning by providing opportunities to practice coastal management (e.g. working groups, field visits, Director's meetings, national ICM workshops)
- Connect with regional capacity-building effort to learn from outside experience and to compare TCMP experience to other countries in the region
- TCMP partnered closely with SEACAM to conduct a regional mariculture EIA workshop
- Institutional capacity building focused on NEMC
- As opportunities arose, TCMP introduced ICM practice to key stakeholders through presentations, meetings and site visits.

### **What are the lessons and implications?**

#### **What were the barriers or challenges to achieving results?**

- Time and resources available
- No clear institutional partner to move ahead capacity building links
- Extension program for mariculture guidelines delayed because they have not been completed

#### **What are the key lessons that may be useful for future ICM?**

- Learning by doing is an effective approach to capacity building
- Capitalize on other training programs in the region
- Capacity building needs assessments should be based on very clear objectives and assumptions
- Capacity building can not be rushed, it is a process that takes time and effort
- A range of different strategies needs to be used when building capacity
- Additional methods will need to be employed in order to more rapidly increase the number of trained coastal managers

### **Looking ahead to Year Three**

#### **What are the priorities for Year Three?**

- Build national ICM institutional structures capable of implementing ICM policy
- Build capacity through learning-by-doing and by providing in-service training and workshops

### **What additional strategies will be required?**

- Preparation of simple and clear versions of the coastal policy for government at the ministerial level and the general public
- TCMP should consult with local programs to be able to give recommendations to the PS on district representatives where there are local programs to be invited to the IMCIC
- It is important that the VPO/PS is fully engaged and convenes the IMCIC
- TCMP should begin preparing operating rules governing ICMIC activities, the first meeting will be very critical
- Awareness raising and capacity-building at the ministerial level (e.g., exchange visit with South Africa, participation in Maputo Ministerial)
- Each Working Group should have a capacity-building focal point and these persons should meet periodically
- Exchange training experience with other programs: learning by borrowing
- Consider training partners/strategies at the very beginning of guideline development

### **What are potential barriers and challenges in Year Three?**

- Tasks for Year Three will be influenced by whether the ICM policy is adopted, and changes made to it as it is adopted
- Institutional structure for TICMO may change during adoption
- Formal convening mechanisms are not clear for the IMCIC and this must be given careful thought
- Possible conflict with ILFEM
- Maintaining consistent attendance and enthusiasm for regular Directors Meetings
- For Working Groups, it will be necessary to link members' TCMP role with their own institution and develop official TOR
- Logistics of coordinating with local programs to deliver capacity-building for district planning
- Challenge in coordination and involvement with other projects

## 7. CONCLUSIONS

This third TCMP self-assessment fully achieved its objectives and has again provided a valuable "health check" for the TCMP. The assessment brought together key people from the TCMP's working groups, consultants and local partners, matched them with representatives from CRC and USAID, and encouraged open and frank discussions about past successes and failures, as well as future directions. The conclusions that emerged are that the TCMP is healthy and heading in the right direction and has achieved most of the targeted results for Year Two, and in several cases exceeded expectations.

The self-assessment reconfirmed that taking time out to reflect is useful. The exchange of ideas and discussions helped sharpen strategies and resulted in a common understanding of the important challenges and priorities ahead. There was universal recognition that the TCMP had come a long way over its second year. Having outsiders experienced with coastal programs elsewhere validate much of the work done by TCMP was satisfying and motivating to TCMP staff. At the same time, having TCMP partners who were usually concerned about only one aspect of the partnership understand the full agenda and strategy was extremely useful. This "looking at the whole" allowed both internal and external questioning and brainstorming about how to make a well-functioning project function even better. The self-assessment helped actualize a large number of the TCMP's principles for operation, including transparency, sharing, learning and adaptive management.

All participants believed that semi-annual national retreats and an annual self-assessment should be included in TCMP's Year Three work plan. It was also suggested that the next TCMP retreat with regional and local partners focus on specific tools, techniques and products of ICM, and address specific problems that projects are experiencing.

## **Annex A - Agenda for Self-Assessment Workshop**

### **Tanzania Coastal Management Partnership Self Assessment and Annual Work Planning 1-4 May 2000 Objectives and Agenda**

#### **Introduction**

By May 2000, the TCMP will have nearly completed its second full year. This self assessment is designed to provide time and space for TCMP to reflect back on its first and second year of activities, to learn from that experience and chart the course for year three. The self-assessment team is, by design, a group of coastal practitioners that are familiar with the process and approaches employed by the TCMP. This assessment will focus primarily on performance (assessing implementation and operation of the year two work plan) and a secondary focus on outcomes (impacts of year two-work plan towards achieving the Life of Project Results). Joining the self-assessment team will be TCMP's in-country partners from local ICM programs and working groups at TCMP's self assessment retreat (May 2-3).

#### **Goals and Objectives**

The overall *goal* is to provide unbiased feedback on the project's performance and make recommendations for improving the effectiveness of TCMP's operation.

The *objectives* are to:

1. Receive feedback from local programmes on their work to-date and TCMP's ability to support their activities,
2. Assist the TCMP develop its year three work plan by considering the successes and failures of year two,
3. Draw lessons from TCMP's and local ICM programme implementation experience and applied to the development and operation of a national ICM Program as provided in the draft national coastal management policy, and

#### **Agenda**

##### **30 April -- Orientation**

Visit TCMP office. Orientation to self-assessment schedule. Revise and finalize self-assessment questions (from self-assessment manual) that will be applied throughout the three-day assessment. TCMP walk-around library set up in the conference room, to self assessment team can browse TCMP's work.

##### **Monday, 1 May – Introductions and Overview (National Holiday)**

- 8:30 am Self Assessment team review draft year three work plan. The Year Three work plan must:
- include a rationale for TCMP Phase II - post policy... why an extension is needed
  - show how TCMP will contribute to the new RF (including indicators and targets)
  - demonstrate that there was significant input to and support for a phase II by partners
  - describe how the funding for TCMP year three will be applied, using two scenarios:

- a) No extension, close-out strategy that would start in January '01 (this should be downplayed in the work plan -- in terms of space and energy -- and emphasis given to extension scenario).
- b) Extension, shift from phase I (policy adoption) to phase II (policy implementation).

- 12:30 Lunch (Self assessment team, location TBA)
- 2:00 Self assessment team move the Tanzania Episcopal Center, DSM (venue for the TCMP Self Assessment Retreat for working groups and local programmes)
- 3:00 TCMP partners who have been leading key elements will join the self assessment team at TEC to prepare a presentation on
- Status:
    - What were the anticipated results for year two?
    - What strategies were used to achieve the results?
    - What results were realized?
  - Lesson drawing
    - What were the barriers or challenges to achieving results?
    - Where the results the right results to be targeting/
    - What are the key lessons that may be useful for future ICM

Teams are:

- Core Working Group – J. Daffa, TCMP Support Unit Leader and Lewis Nzali, working group secretariat (with Mark Amaral) Also invited are Robert Makaramba (TCMP legal consultant) and Dr. M. K. Ngoile (NEMC).
- Mariculture Working Group – Dr. Y. Mgaya, Chair and Godlove Mwamsojo, working group secretariat (with Richard Volk and E. Torrell)
- Constituency Building and linking to field programs – G. Luhikula, TCMP (with Lynne Hale and Elin Torrell)
- Capacity Building – C. Coley and R. Kiambo
- Science for management – Amani, J. Francis (IMS), G. Wagner (USDM) (with Jim Tobey).

Each team will be asked to answer pre-selected self-assessment questions and prepare a 20-minute presentation for following day. A member of the self-assessment team will be assigned to work with one element to answer the questions and develop the presentation for plenary.

- 5:00 Break
- 7:30 Dinner for self-assessment team and visiting partners at TEC

## **TCMP Self Assessment Retreat for working groups and local programmes**

TCMP is inviting all the members of its working groups and special teams plus representatives from all local ICM programmes to attend this two and one half-day event. The retreat will be held at the Tanzania Episcopal Center, DSM.

Also invited to the retreat will be the USAID SO2 core team (Gilbert Kajuna and Pat Foster-Turly) and members of the SO2 SOT representing the coastal management regime working group (NEMC rep. and A. Kiaga).

### **Tuesday, 2 May – TCMP Self Assessment Retreat**

Prior to the start of the sessions, as participants are registering, they will be asked to write their name and their most important experience of the past six months (related to their work). The answers will be recorded on a large publicly posted flip paper.

#### **Welcome and introductions (J. Daffa)**

09:00-09:30 General opening statement by TCMP that includes an overview of the retreat's objectives, agenda and review of instructions (per diem, etc). Participants to the retreat will introduce themselves. Participants will be asked to state which working group they are on, what institution they are with and something about their technical background (what is their specialty).

#### **Program presentations**

Each programme will be asked to make a short presentation (no more than 20 minutes) on their status, key lessons and challenges. Throughout the presentations, participants will be asked to note their observations (on key challenges and lessons) by writing them on comment sheets. These will be posted publicly and be used to draw overall observations and lessons.

- 09.30-10:00 **Tanga Coastal Zone Conservation and Development Programme (Makoloweka)**
- 10:00-10:30 **Rufiji Environment Management Project (Chirwa)**
- 10:30-11:00 **Mafia Island Marine Parks and Reserves Unit and Mafia Island (Rumisha and Msumi)**
- 11:00 **TEA BREAK**
- 11:00-11:30 **Mangrove Management Project (Mwanuo)**
- 11:30-12:00 **Saadani Mkwaja Game Reserve (Minja)**
- 12:00-12:30 **Rural Integrated Project Support (Mnguli and Kajimbwa)**

#### **Lunch break and greeting to participants**

12:30-14:00 Dr. Magnus Ngoile will join participants for lunch and talk to them. The talk with Ngoile will take about 20 minutes.

### **Presentation and reflections by TCM Partners**

14:00-16:00 Each element TCMP “team” will present a 20-minute presentation that addresses the self-assessment questions. Following each presentation, there will be a question and answer period to clarify and probe more deeply into the questions. A facilitator will track the key points (in terms of progress and lessons for the future).

### Reception

18:00-20:00 Reception for self-assessment team, TCMP partners, SOT members, and other invited guests including the Permanent Secretary from the Vice Presidents Office.

### **Wednesday, 3 May – Advancing coastal management in Tanzania**

0830-0930 TCMP will present its transitions strategy and draft year three work plan, to go from implementing the original design to implementing the proposed national ICM policy.

### Review and comment on transition strategy and work plan

9:30 to 12:30 The participants will be divided into groups (mixed), one for each part of TCMP’s work plan. Each group will review and comment their part of the work plan, focusing on strategies and tasks. A member of the self assessment team will be assigned to each group. Feedback will be given:

- A presentation to the full group on substance. This is meant to focus on comments related to information or approaches described in the document. These comments will be written on a flip chart. The groups will answer:
  - Within this part of the work plan, what are the priorities for year three?
  - What were the barriers or challenges to implementing this part of the work plan?
  - What additional strategies and actions need to be considered to make progress on implementing this part of the work plan?

At 13:30 each group will present their findings (10 min each). They will also submit their written comments to the TCMP secretariat (Lewis) who will compile and sort by page and paragraph.

### Lunch break and greeting to participants

12:30-13:30 Lunch break. Groups continue to work if necessary.

### Group presentations

13:30-15:30 Each group will present their findings (10 min each). They will also submit their written comments to the TCMP secretariat (Lewis) who will compile and sort by page and paragraph. Tea will be served during the presentations

### Lesson drawing and group learning

15:30-16:30 Participants organize themselves into groups of four (people sitting next to each other). Based on lesson drawing (from project and TCMP presentations and personal observations), each group will answer the following questions. Questions should be written on flip paper (ripped).

- What are the critical preconditions for longer-term success?
- What is the greatest challenge for TCMP as it transitions from a project to a government programme?

Participants will be asked to share their personal comments with the group. Facilitators will post common answers together. The material will be collected and incorporated into the self assessment report

### Close of retreat

16:30-17:30 Close and note of thanks

### **Thursday, 4 May – Writing the transition and work plan**

Self assessment team re-draft transition plan and work plan as well as prepare self assessment report. Courtesy calls with USAID and PS/VPO are also planned.

### **Friday, 5 May – Writing the transition and work plan**

Self-assessment team re-draft transition plan and work plan as well as prepare self assessment report. Courtesy calls with USAID and PS/VPO are also planned.