

**SUMMARY REPORT OF THE SECOND  
USAID/TANZANIA STRATEGIC OBJECTIVE 2  
SEMI-ANNUAL PROGRAM INTEGRATION  
RETREAT**

**Conducted at Mafia Lodge, Mafia Island, Tanzania  
23 to 25 June, 1998**



*June, 1998*

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*P.O. Box 23261 Dar es Salaam, Tanzania*

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**Acronyms Used in the Report**

AWF..... African Wildlife Foundation	NEMC..... National Environmental Management Council
CBC..... Community-based conservation	TANAPA..... Tanzania National Parks
DOE ..... GOT Department of Environment	SO ..... Strategic Objective
DOI ..... U.S. Department of Interior	SOT..... Strategic Objective Team
DW..... Division of Wildlife	SUA-TU ..... Sokoine University of Agriculture - Tuskegee University Partnership
ENRM ..... Environment and natural resources management	URI..... University of Rhode Island
EPIQ..... Environmental Policy and Institutional Strengthened IQC (Indefinite Quantity Contract)	USAID/T ..... United States Agency for International Development – Tanzania Mission
FCF..... Friedkin Conservation Fund	USAID/W ..... United States Agency for International Development - Head Office in Washington, DC
GOT ..... Government of Tanzania	WMAs ..... Wildlife Management Areas
IR ..... Intermediate result	WRI..... World Resources Institute
MNR&T ..... Ministry of Natural Resources & Tourism	WG..... Working Group
MR ..... Management Regime	WWF..... World Wide Fund
MRWG ..... Management Regime Working Group	

## Purpose of this Report

This report summarizes the proceedings and major outputs of the second semi-annual Strategic Objective #2 USAID/Tanzania-sponsored retreat conducted in Mafia Lodge on Mafia Island from June 23 to 25, 1997. The purpose and objectives of this meeting of thirty-five Partner representatives from fourteen organizations is described in the next section. This report is intended primarily as a record of the event for use in future USAID/Tanzania Strategic Objective Team (SOT) deliberations. Therefore, the authors do not attempt to evaluate nor analyze the environment program or its components. For ease in referencing the various retreat outputs are organized as separate annexes to this report. The report was prepared by the Retreat Facilitators, Drew Lent, and Freddie Manongi.

## Purpose of the ENRM Program Retreat

The purpose of the retreat was to continue an on-going program management process for achieving results under the USAID/Tanzania Strategic Objective for Environment and Natural Resources Management (ENRM). This process of program integration will be a multi-year and incremental approach which will include strategic planning, training and technical assistance aimed at testing and monitoring an integrated development hypothesis (and Results Framework) which represents the significant contributions of the many USAID program Partners. Central to this process is the Strategic Objective Team (SOT), whom as host of these semi-annual retreats, will use this as an opportunity to ensure coordination among the Partners and within the sector as a whole.

This retreat was the second such semi-annual event to be conducted for USAID's ENRM program. The first meeting was held in November 1997 at Tarangire National Park (the report of those proceedings is available from the EPIQ Program Support Unit).

Seven specific retreat objectives were identified for the three days of sessions (*see text box*). Of these all but the second were fully achieved. While the Team Charter was not completed at this event, the composition of the SOT was revisited and a plan was outlined for finalizing a charter in August. Annex D.

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### SO #2 Second Semi-Annual Program Retreat Objectives Mafia Island Lodge, June 1998

Building on the progress since the last program retreat (conducted in November 1997 at Tarangire National Park) this meeting will serve to:

1. Support the on-going progress of USAID's NRM program development and partner integration.
2. Review, complete and finalize the SOT #2 Team Charter.
3. Agree on a process to finalize the program Results Framework (RF).
4. Facilitate information-sharing about progress on results within and among the four program management regime areas.
5. Explore the program's agenda of activities in policy implementation, institutional strengthening and dissemination.
6. Address administrative issues relative to program coordination.
7. Evaluate the effectiveness of the Program Support Unit.

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A detailed discussion of the SOT discussions can be found in

## Retreat Program

Since the first retreat considerable progress had been made in developing the organizational structure and profile of activities within the program. One aspect of this progress was the creation of four Management Regime Working Groups (MRWGs) which correspond to the four major components of the program. All of the small group work that was conducted during this retreat was organized into these MRWGs. This included progress reports as well as discussion of cross-cutting themes within the program.

The consultant facilitator team, in collaboration determined this agenda for this retreat with the SOT Leader and EPIQ facilitators (*see Annex C*). In the future, the SOT is expected to determine the retreat agenda. The key elements of the three-day program included the following:

- On Day One, the process for revising the Strategic Objective Results Framework was agreed upon and each MRWG met to share individual progress reports and to prepare a report-out for the full Management Regime (MR). These reports are presented in Annex G.
- During Day Two, the participants presented their progress reports by MR. The second part of the day focused on developing the program policy agenda and institutional strengthening tactics. (*Notes from policy session appear in Annex H and group report-outs from institutional strengthening are in Annex I*). During the evening a meeting was held to discuss the SOT Charter.
- On Day Three, the MRWG discussed on program dissemination needs (*see Annex J*). In plenary there were presentations from GreenCom on environmental education and from USAID on Environment Impact Assessment and participant training guidance. EPIQ staff conducted a customer survey for the Program Support Unit and results were tabulated and presented (*see Annex K*). Finally “next steps” scheduling were identified for the MRWG and the SOT (*see Annex L*).

## Major Retreat Outcomes

This retreat was successful in reaching to conclusion on several important issues that had only been raised during the first semi-annual retreat.

1. The group agreed on the composition of the SOT and identified a timetable for determining specific members and finalizing the team charter. The adopted SOT will be relatively small (ten members) and will be representative of the GOT institutions, and the MRWGs.
2. A process and timetable was accepted for the development of MR RFs as well as a program-level RF. This builds on the recent Performance Measurement and Monitoring workshop and allows for revision of the RF by the end of this calendar year. This is well in advance of the next reporting deadline (the next R4 report will be due in March 1999).
3. A working group to consider the program’s policy agenda was formed and progress was made in determining the MR needs in terms of policy support.
4. Substantive work was initiated in articulating the program institutional development and information dissemination agenda by each of the four WGs.

5. Firm commitment was expressed for organizing the SO around the four management regimes -- Parks, Reserves, Community-based conservation, and Coastal Zone management -- and that the program seeks to achieve national-level impacts.

**ANNEX A: Participant List**  
**SO2 Program Retreat at Mafia Lodge, Mafia Island, Tanzania**

**June 23 to 25, 1998**

<b>Name</b>	<b>Title</b>	<b>Organization</b>	<b>Address</b>	<b>Telephone</b>	<b>Fax</b>	<b>e-mail</b>
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6. Ezekiel Dembe	Community Conservation Coordinator	TANAPA	P.O. Box 3134 Arusha, Tanzania	255-57-3471 mobile 0811 510982	255-57-8216	TANAPA@habari.com

<b>Name</b>	<b>Title</b>	<b>Organization</b>	<b>Address</b>	<b>Telephone</b>	<b>Fax</b>	<b>e-mail</b>
7. Hamisi Dihenga	Co-ordinator SUA-TU Project	Sokoine University of Agriculture	P.O. Box 3003, Morogoro	255-56- 3718/4053	255-56-3718	dihenga@sua.ac.tz
8. Norbert Henninger	Senior Associate	WRI	1709 New York Avenue N.W. Washington D.C.	202-662-2571	202-638-006	norbert@wri.org
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13. Muchunguzi Katalihwa	Senior Game Officer	Wildlife Division	P.O. Box 1994, Dar es Salaam	255-51-866408	255.51- 863496	Wildlife- division@twiga.com
14. Bruno Kawasange	Wildlife Officer	Wildlife Division (HQ.)	P.O. Box 1994, Dar es Salaam	255-51-866408		Wildlife- division@twiga.com
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Name	Title	Organization	Address	Telephone	Fax	e-mail
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23. Freddy Manongi	Retreat Facilitator	College of African Wildlife Management, Mweka	P.O. Box 3031, Moshi	0811-520002	055-51113	
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<b>Name</b>	<b>Title</b>	<b>Organization</b>	<b>Address</b>	<b>Telephone</b>	<b>Fax</b>	<b>e-mail</b>
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32. Ron (Cisco) Ruybal	Natural Resources Officer	USAID/Tanzania	P.O. Box 9130, Dar es Salaam	255-51-117540- 43/111549	255-51- 116559	Rruybal@usaid.gov
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## **ANNEX B: Participant Expectations**

At the opening session of the retreat the participants generated the following list of what they most wanted to accomplish. Most of these expectations fit very closely with the proposed retreat objectives (*see page 1*). The participants' expectations have been organized into the general areas covered by the retreat agenda.

### Team Development

- Clear understanding and respect of different stakeholder roles
- Approved Team Charter
- Partnership roles defined
- Achieve clarity among stakeholder roles
- Clarify relationships of partners
- True spirit of partnership
- Partnership becomes effective
- SO 2 teamwork spirit built
- Understand the concept of partnership
- Get to know different partners
- Have fun

### Information Sharing

- An opportunity to share information about program successes
- Review successes
- Learn about achievement made by the SO 2 team
- Discover what other partners are doing and learn about their progress
- How partnership can work together and accomplish overall objectives
- Mechanism for effective working relationships
- Move forward with the program
- Smooth implementation of SO 2 objectives/strategies
- Improve activity scheduling to avoid surprises

### Cross-cutting Program Issues

- RF reflection
- Clarify institutional strengthening policy
- Build group consensus on how they will deal with communities
- Develop effective information management systems
- How environmental education can work in Tanzania

### Expectations Not Meet by the Retreat Program

- Find out about Ugalla funding mechanism to know when funding will take off

**ANNEX C: Retreat Agenda**

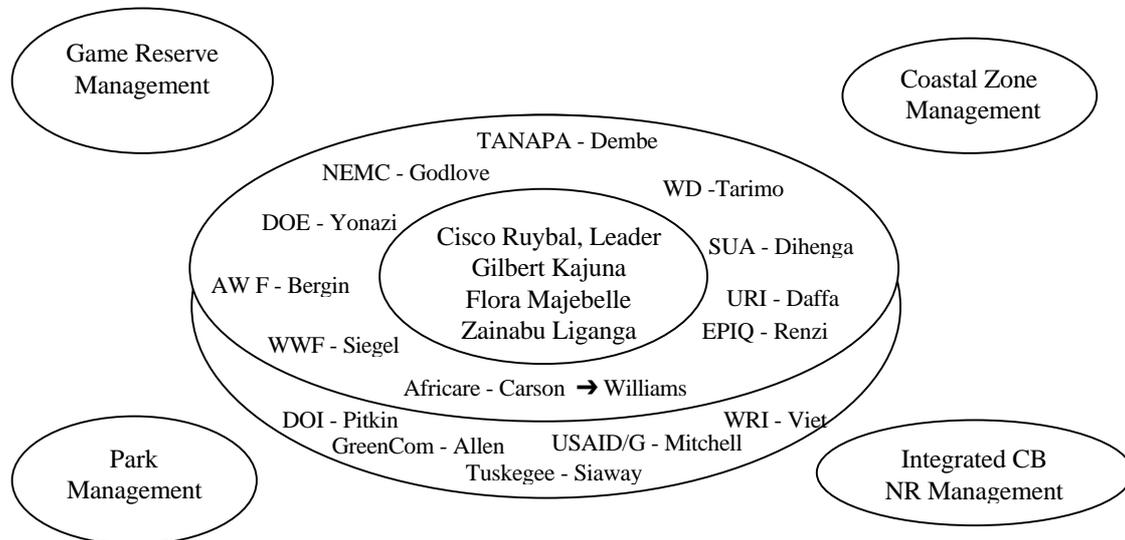
**USAID/Tanzania SO 2 Program Retreat - Mafia Island, June 1998**

**AGENDA**

Tuesday June 21	Wednesday June 22	Thursday June 23
<p>8:00 Opening comments, Introductions, Retreat Objectives, Schedule and Ground Rules</p> <ul style="list-style-type: none"> <li>■ SO Team Charter revision session</li> <li>■ SO #2 RF revision - next steps in strategy development</li> </ul>	<p>- Tide walk - <i>(free time)</i></p> <p>10:00 Management Regime Working Group progress report presentations</p>	<p>8:00 Institutional strengthening agenda session <i>continued</i></p> <ul style="list-style-type: none"> <li>■ Program dissemination approaches session</li> <li>■ Environmental Education approach presentation</li> </ul>
<p>13:00 - 14:00 lunch break</p>		
<ul style="list-style-type: none"> <li>■ Information / dissemination presentation</li> <li>■ In Working Groups, Management Regime progress report preparation</li> </ul> <p>17:00</p>	<ul style="list-style-type: none"> <li>■ Policy agenda session</li> <li>■ Institutional strengthening agenda session</li> </ul> <p>18:00</p>	<ul style="list-style-type: none"> <li>■ Administrative issues - travel reimbursement policy - identification of coordination issues for study by the SOT</li> <li>■ Environmental Impact Assessment procedures presentation (USAID)</li> <li>■ Training guidance presentation (USAID)</li> <li>■ EPIQ performance feedback presentation</li> <li>■ Identification of next step - scheduling</li> </ul> <p>17:00</p>

## ANNEX D: Revised Organizational Structure of the SOT and Development of a SOT Charter

One objective of this program retreat was to discuss, complete and sign the SO Team Charter that had been developed during a workshop conducted in May. The draft team charter outlined the SOT membership to be comprised of nineteen individuals as presented in the graphic below.



During the SOT Charter session, which was held on the morning of day one of the retreat, several other issues were raised. These issues included:

- ◆ Whether SOT were to serve as individuals or as representatives of their organizations. In the latter case, the members needed to be officially designated by their organizations;
- ◆ Whether SOT was to be a decision-making body or a consultative one. In the former case, members would need advance notice on the SOT's agenda in order to poll their organizations' positions prior to taking part in decision-making;
- ◆ What should be the optimal size of the SOT;
- ◆ How often would the SOT meet;
- ◆ Whether the "virtual members" were full SOT members and therefore would be required at SOT meetings. If their presence weren't required, who would be responsible for communicating with them about SOT deliberations?

Finally the GOT institutional representatives felt that they could not sign such a document until they had been discussed with their respective authorities. Due to these issues we decided not to attempt to complete and sign the charter at this meeting. Instead we convened a special evening session on day two to discuss these issues and determined the best way to move forward in forming the SOT.

This evening session started with an exercise designed to determine among the nineteen potential members what were the common values and concerns in developing the SOT. Four questions were used to poll the opinions of the group. (*See these questions and responses below*)

## TOWARDS A WORKABLE SOT...

For me the value-added of the SOT...

- ◆ Help individual partners move towards common goal
- ◆ Value is to provide a mechanism for negotiations/definitions/establishing a specific direction. Accountability.
- ◆ The whole a team will be accountable for the results (or lack of).
- ◆ More understanding and agreement.
- ◆ Allows for an exchange of ideas from a broad number of institutions interested in accomplishing the SO.
- ◆ A forum where partners could plan together and share ideas and experience.
- ◆ Forum to know who is doing what.
- ◆ Working as a team makes coordination easier and reduces/eliminates duplication of efforts.
- ◆ Coordination of activities. It does.
- ◆ Collective thinking leading to consensus.
- ◆ Is ownership and working smarter for better decisions.
- ◆ It should remove the “me” and “them” in seeking results.
- ◆ Is synergy.
- ◆ Fosters transparency. Increases Team work. Participatory Principles. Draws from synergies.
- ◆ Facilitation coordination.
- ◆ Facilitate decision-making.
- ◆ More transparent decision process.
- ◆ None. It is an ideal question since there is no justification to this (Charter).
- ◆ No.
- ◆ None.

I think the biggest risk in forming this SO2...

- ◆ Losing individual decision making authority.
- ◆ Could get bogged down in decision-making a discussion.
- ◆ Decision making
- ◆ Having obstructive members on the team if membership is not layed out well. Delaying decision making.
- ◆ Make different decisions on what the partners (management regime working groups) have formerly agreed on.
- ◆ Difficulty of achieving consensus.
- ◆ The biggest risk is having SO Team is assuming responsibility of institutions.
- ◆ It becomes so large as to loose direct, personal accountability.
- ◆ That the really important decisions will be made outside SOT, making SOT superfluous.
- ◆ Not knowing what others really think.
- ◆ Too bureaucratic and slow - representative cannot speak for institutions represented.
- ◆ Some members not knowing that they are part of the team thus neglecting their roles and responsibilities.
- ◆ Losing control.

- ◆ Conforming to dominating members rather than objective thinking.
- ◆ Lacking legitimacy.
- ◆ I do not see any serious risk.
- ◆ No risk.
- ◆ No risk.
- ◆ No risk.

Decision-making by the team should:

- ◆ Well-defined and understood process.
- ◆ Decision making by the team should be consensus and based on what the Management Regime Working Groups have decided.
- ◆ By consensus yet reflecting diversity of opinion.
- ◆ Should be consensus.
- ◆ Decision making by the team should reach consensus.
- ◆ Be by voting where consensus is impossible.
- ◆ Be made by majority vote by those present.
- ◆ By voting.
- ◆ Be by majority rule.
- ◆ Be realistic and objective.
- ◆ Transparent and binding on all parties.
- ◆ Decision-making by the Team should be limited to macro-issues not internal micro-management.
- ◆ Should focus on high level analysis and coordination
- ◆ On broad priorities not activities.
- ◆ Fair and logical.
- ◆ Decision making by the team should not be the final one.
- ◆ Decision-making by the team should be subject to concurrence by the mother organization.
- ◆ Decision making by Team should not conflict with government decisions.
- ◆ Be supported by the member institutions.

The size of the SO Team should:

- ◆ As it is now.
- ◆ 25 persons.
- ◆ The size of SOT is adequate as proposed now. Virtual members could delegate their votes and/or use electronic communications.
- ◆ Size of the SO Team should reflect the involved organizations.
- ◆ Be limited to one member of each organization including virtual members.
- ◆ Increased to include all project coordinators.
- ◆ All USAID/T funded partners
- ◆ Be decided by consensus among USAID, GOT and USAID financial Partners
- ◆ Be reduced to 15.
- ◆ Be fewer than 12.
- ◆ Less than 10.
- ◆ The size of the SOT should be reduced to seven (7).
- ◆ Small enough to able to make decisions.
- ◆ Be smaller than it is now.
- ◆ Be adequate - as small as possible.
- ◆ Not too small. Not too big and rationalized.

- ◆ The size of the SOT should be manageable. Not too many; not too few.
- ◆ Be manageable if not responsive.

After two hours of discussions on the data generated above the group attempted to come to a consensus about the membership of the SOT. Several key points were raised and accepted about the functioning of the team. These included:

- ◆ That the GOT members would serve as official representative of their organizations. They would have to be designated by their institutions \.
- ◆ In order to make decisions in the SOT; advance notice on decision points to be covered in SOT meetings would be required. Therefore, if the members could not can clearance prior to the SOT meeting, the meeting may need to be postponed.
- ◆ As noted in the draft charter, the SOT intervenes in program-level decision-making not micro-management on the activity-level. Activity-level decision-making is the concern of the MRWGs.

In the end a near consensus was reached that yielded a significantly smaller SOT (*see below*). Among the nineteen at the session three participants expressed dissenting opinions. Their concerns centered the possible exclusion of specific people and concerns for the lack of diversity of institutions within the new SOT. The SOT membership outlined below ensures official representation of the GOT and includes elected representation of the MRWGs (an aspect that was not in the previous proposals).

**SOT 2 Membership = 10 people**

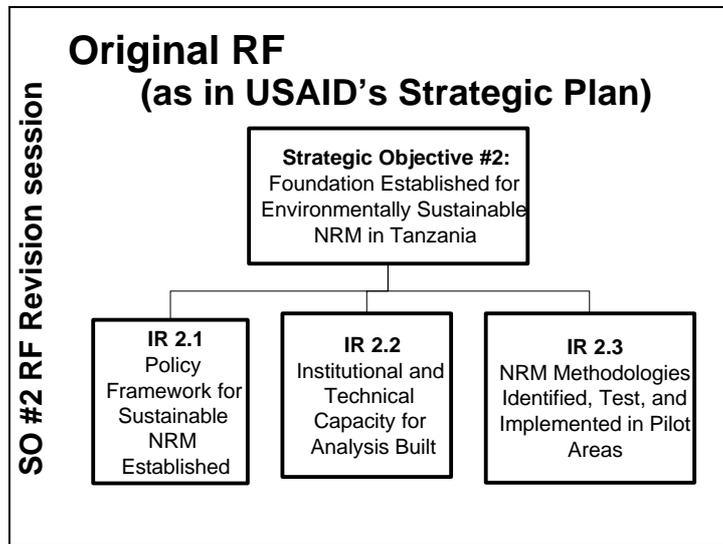
2 from USAID	<u>Representatives<sup>1</sup> of the NRWGs</u>
1 from DOE	1 representative of National Parks MRWG
1 from NEMC	1 representative of Game Reserve MRWG
1 from TANAPA	1 representative of Coastal MRWG
1 from WD	1 representative of Community-Based Conservation MRWG

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<sup>1</sup> Representatives designated by the Working Group. This will NOT be a GOT person as the key organizations are already members of the SOT. This representative position is not hierarchical. This person serves to ensure communication between the WG and SOT.

**ANNEX E: Presentation on a Revised SO 2 Results Framework (RF)**

Slide 1



Slide 2

**SO #2 RF Revision session**

**Problems:**

- Hard to measure
- Results as “filing cabinets”
- Does clearly reflect what we’re actually doing
- While easy to explain, does not serve well for management

The diagram shows a desktop computer system with a CRT monitor, a tower PC case, a keyboard, and a mouse. The monitor displays a simple interface with a grid of boxes, possibly representing data or a filing cabinet metaphor mentioned in the text.

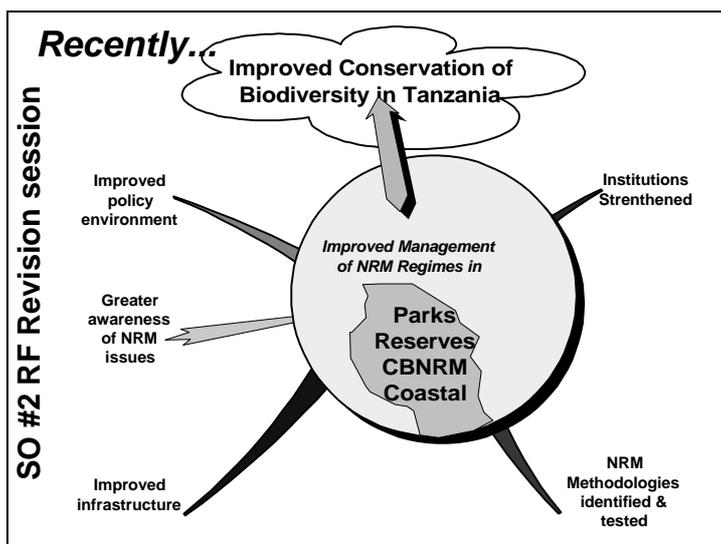
Slide 3

**SO #2 RF Revision session**

**Need for a CLEAR vision...**

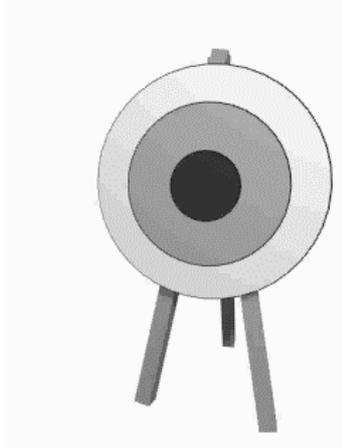


Slide 4



Slide 5

**SO #2 RF Revision session**



**Zeroing in...**

Slide 6

**SO #2 RF Revision session**

**A revised SO**

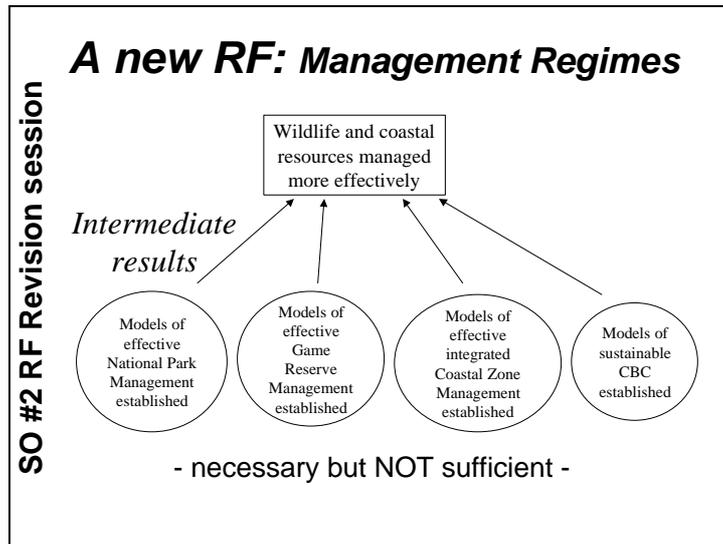
*old*

**Strategic Objective #2:**  
Foundation Established for  
Environmentally Sustainable  
NRM in Tanzania

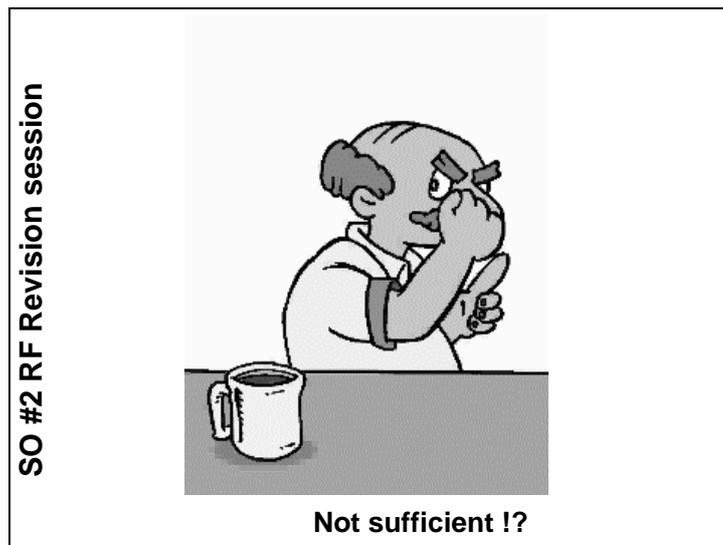
**Strategic Objective #2:**  
Wildlife and coastal  
resources managed more  
effectively

*new*

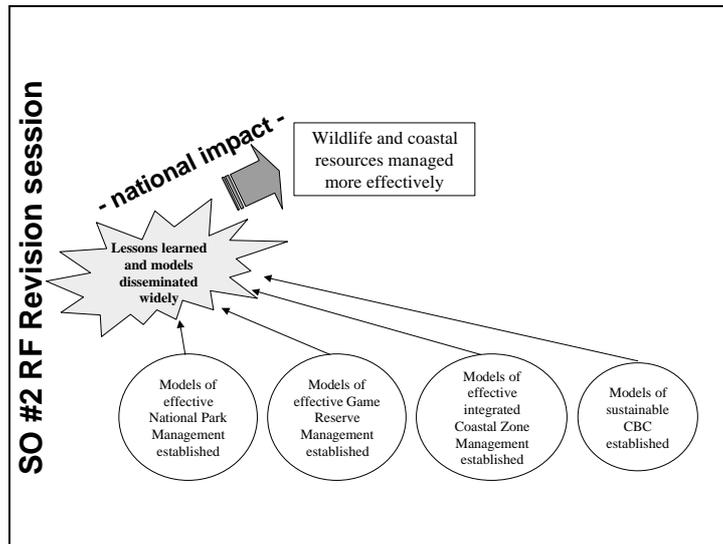
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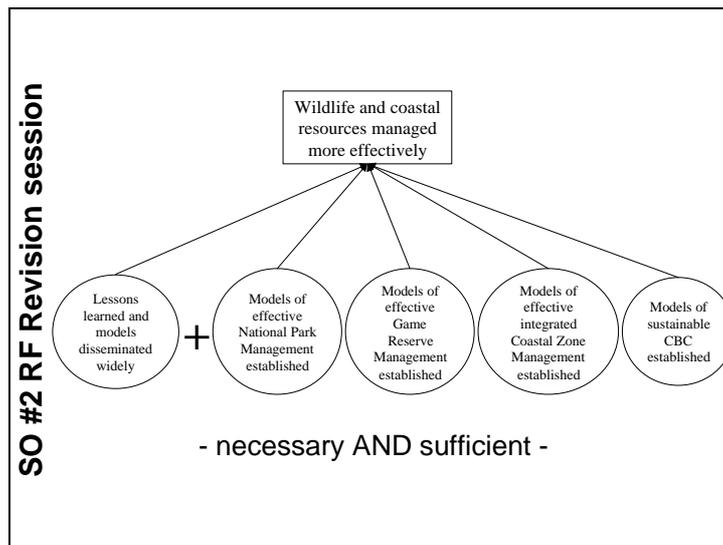
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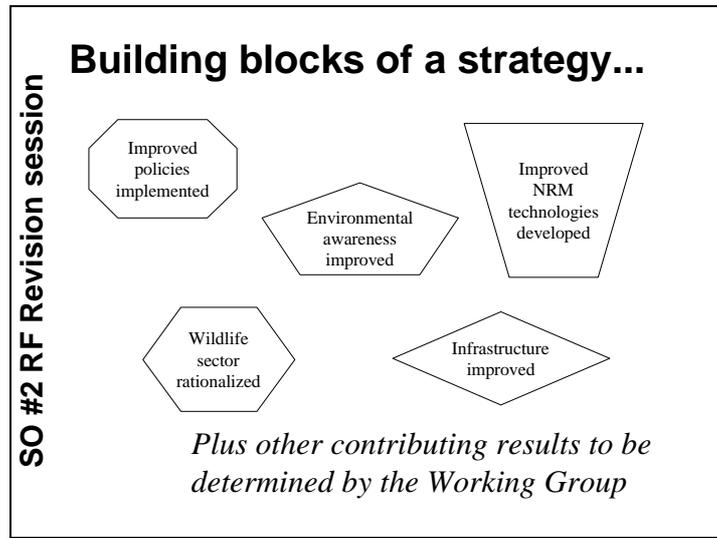
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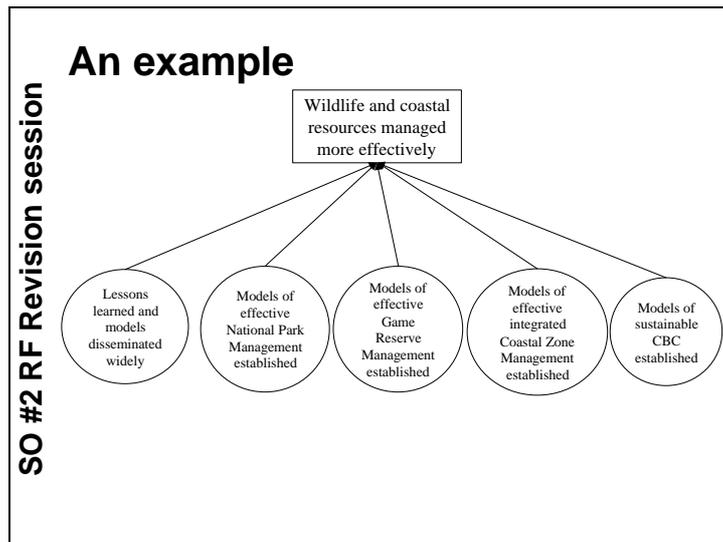
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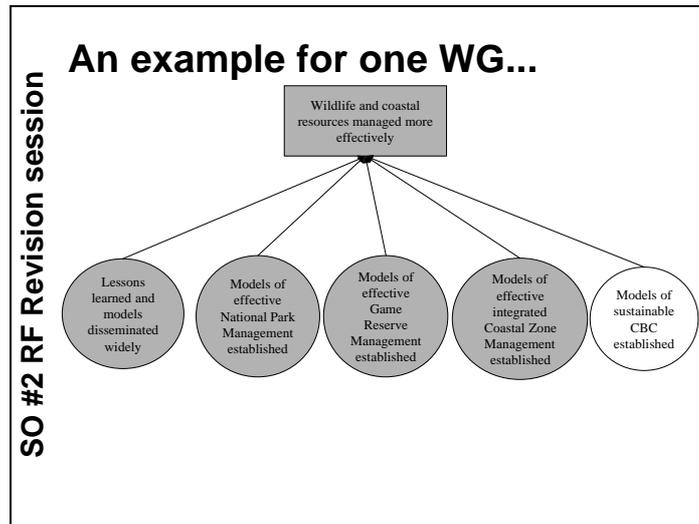
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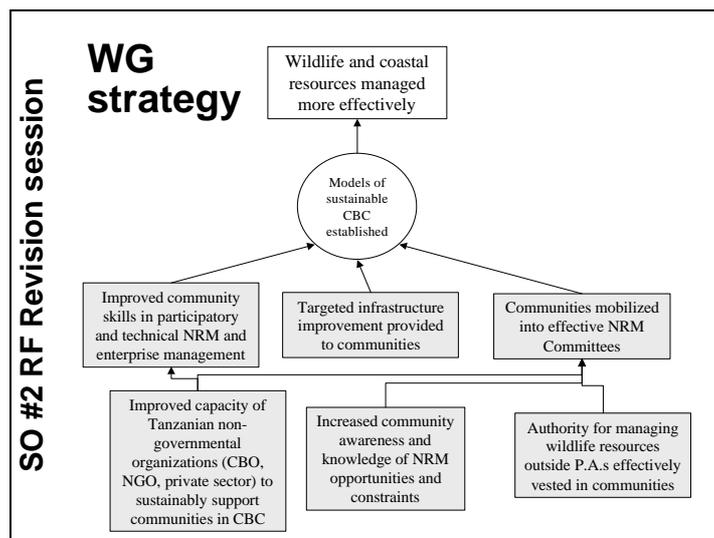
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Slide 13



Slide 14



## ANNEX F: Presentation on Next Steps in Developing the Program RF

Slide 1

*Next Steps.....*

- As heard from the previous presenter, the current SO & RF justifies change
- The SO Results Framework (RF) development process usually requires technical assistance
- A facilitation event for this activity is proposed as follows:

Slide 2

*Proposed Schedule of activities*

<ul style="list-style-type: none"><li>• <b>Early August</b></li><li>• <b>September</b></li><li>• <b>September</b></li><li>• <b>October-November</b></li></ul>	<ul style="list-style-type: none"><li>• <b>SOT meeting to finalize the SO RF</b></li><li>• <b>Cisco to begins marketing the final SO RF to USAID /Washington</b></li><li>• <b>Working groups developing &amp; finalizing their RFs &amp; PMPs</b></li><li>• <b>Working groups Collect Data for PMPs</b></li></ul>
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Slide 3

***Schedule of Events***

- **December**
- **January**
- **February**

- **Working groups submitting their data to EPIQ to feed to the SO RF**
- **First draft of the R4**
- **Final R4 document finalized**

Slide 4

***Partners' Needs***

- With regard to development of RFs & PMPs (Any technical assistance needed)
- With regard to data collection and reporting (the format etc)
- If all has been explored to our satisfaction then this enhances our commitment to participation!!!!!!

## **ANNEX G: Four Management Regime Working Group (MRWG) Progress Reports**

### **1. Game Reserve Management Regime**

- 1.1 SO2 programme presentation – USAID/WD
- 1.2 Planning workshop for Ugalla Game Reserve (USAID/WD)
  - identification of activities, budgets
  - introduction of USAID support partners
  - modalities of activity coordination (set up of steering committee and project management team)
  - next steps
  - WD to appoint SO Facilitator
  - Preparation of MoU between USAID/WD
  - WD to prepare procurement request.
- 1.3 Stakeholders planning workshop – TABORA
  - Stakeholders analysis
  - Regional and Local Government support
  - Next step
  - Africare to initiate CBC
- 1.4 Planning workshop – Tabora
  - Objectives reviewed
  - Activities reviewed
  - Steering committee and project management team reviewed
  - Next steps
  - Development of performance monitoring plan
- 1.5 Partnership progress
  - Africare
    - Finalizing MoU – WD/Local Government
    - Initiating proposed activities
    - Equipment procured
    - Office (Tabora) established
    - Staff sourced
  - FCF
    - Reserve resources use monitoring programme developed
    - Facilitation of hunting operators to document consensus on identified key issues (FCF to establish SO2 seasonal camp facility with UGR management guidance)
    - Developing parameters for FCF support to WD anti-poaching activities
  - UGR project managers officer
    - Anti – poaching team illegal activity survey dispatched

#### **Next six months:**

- Rationalize work plan for UGR with Result Framework (RF)
- MoU to be completed and signed
- Develop Performance Monitoring Plan (PMP) for Game Reserve regime

- Carry out E.I.A
- Set up seasonal camp
- Observational tours
- Data and environmental information inventory
- Review of monitoring activities in Tanzania
- Report for Ugalla resource use monitoring plan

#### 1.6 CONSTRAINTS

- Planning process going on too long may affect anti-poaching activities
- Short working session!

#### 1.7 REPORTING FORMAT.

- Present scenario – by institution
- Future scenario – based on results framework and indicators (after September)

## 2. National Parks Management Regime

### 2.1 General progress report

- planning workshop for activities in Tarangire/Lake Manyara complex (March, 1998)
- law enforcement workshop (DOI)
- roads assessment study (DOI)
- training needs assessment for Rangers at Tarangire National park
- corridors study (February, 1998)
- gender study (April, 1998)

### 2.2 Partners reports

- AWF
  - CA with USAID signed
  - Staffing underway – PO in place
  - Procurement (vehicles and computers) underway
- WWF
  - Draft proposals for ecological monitoring and inventory from Oikos and national herbarium received and reviewed – sent to WWF Washington.
- GreenCom
  - Diagnostic study of what support is needed in environmental education and communication
  - Work plan developed
- EPIQ
  - Workshop preparation
  - Supporting thematic studies with consultants
  - Provide services at support unit as requested
- USAID
  - Signing CAs
  - Training programme (short courses)

### 2.3 UPCOMMING EVENTS (6 months)

- Teams to visit Tarangire-Lake Manyara national parks (8th – 12th July, 1998)
  - Interpretative themes and strategies
  - Road and boundary demarcation
  - Building design (architects to propose a design theme for buildings in the parks) – this will culminate into infrastructure workshop at Tarangire SOPA Lodge (13th – 17th July, 1998)
- National Strategic Planning workshop for Tanzania National Park tourism Department (September/October, 1998)
- Workshop to review Strategic Action Plan for Tanzania National Parks CCS
- TANAPA and WD to harmonize Community Conservation strategies
- Park wardens (Tarangire and Manyara) to collaborate with USAID (Mrs. Flora Majebele) in assessing training needs for Tarangire and Manyara parks staff
- WWF
  - CA signed
  - Project implementors recruited and situated
  - Wetland survey (IRA)
- USAID
  - MoU with WD signed
  - EIA procedure compliance
  - Observational tours for parks staff to USA/South Africa
  - In-country training
- DOI roads equipment issues cleared
- Lake Manyara General Management Plan finalized
- Workshop with teachers in pilot schools around Tarangire and Manyara national parks that work with CCS – July, 1998 (GreenCom/WMAs)
- Workshop with TANAPA/WD on environmental education and communication.
- Support school projects in conservation
- Publish school booklet on “encounters with wildlife”
- Prepares visitors brochures for Tarangire and Manyara national parks
- Prepare wildlife poster for Tarangire and Lake Manyara national parks
- Successful candidates attend short term training in United States of America
- Cisco to officially visit Lake Manyara National Park (June/July, 1998)
- Development of annual operation plan

## 2.4 REPORTING FORMAT

- What we plan to achieve for a six month period and we achieved.
- What we planned to achieve but have not achieved and factors contributed to the failure.
- What are we planning to do next?
- Under what Intermediate Results (IRs) the activity fits in i.e. respond to which IRs.
- Reporting will be done focusing in IRs (for the time being - current change as we switch to new Results Framework.

Slide 1

## CBC Working Group - Review of Experiences and Progress

### ■ *Management + Start-Up*

- Established CBC Working Group
- Africare and AWF signed Cooperative Agreement
- Africare-WD reached agreement to start work in Ugalla

Slide 2

## CBC Working Group - Review of Experiences and Progress

### ■ *Policy*

- Wildlife Policy passage
- WD had meeting on 20-year strategy for implementation of Wildlife Policy

Slide 3

## CBC Working Group - Review of Experiences and Progress

### ■ *Studies and Activities*

- Ranches and Corridor Studies - LMT
- Gender Study
- CBC Opportunities Study – LEAT et al.
- Environmental Diagnostic Studies for Environmental Education – LMT
- Institutional Assessment – Inyuat e Maa

Slide 4

## CBC Working Group - Review of Experiences and Progress

### ■ *Studies and Activities - continued*

- CBC Strategy Paper – SUA-TU
- Bylaws developed for local communities (forest management) – SUA-TU

Slide 5

## CBC Working Group - Next Steps

### ■ *Management + Start-Up*

- Identify delegate from other Working Groups for CBC Working Group
- Complete all MOUs Africare + AWF
- Complete MOU TANAPA/USAID
- Complete MOU WD/USAID

Slide 6

## CBC Working Group - Next Steps

### ■ *Management + Start-Up - continued*

- Briefing Document on CBC (based on World Bank/USAID workshops)
- Develop RF for CBC
- Develop Performance Monitoring Plan for CBC
- Complete EIA for CBC
- Communication of workplan and 6-month master calendar (workshops, training, etc.)
- Collect PMP data and forward to EPIQ

Slide 7

## CBC Working Group - Next Steps

### ■ *Outputs and Activities*

- Identify follow-up activities on WD's 20-year strategy [WD]
- Distribute Ranches and Corridor Study [EPIQ]
- Meeting to review and discuss follow-up for Ranches and Corridor Study [WD, TANAPA, AWF]
- Guidelines on how to develop by-laws, contracts, etc. for local communities/private sector/government [LEAT]

Slide 8

## CBC Working Group - Next Steps

### ■ *Outputs and Activities - continued*

- National Parks Act - 2 day workshop on CBC
- National Parks Act - 1 day preparatory workshop on CBC for NGOs and CBOs
- Environmental Education Workshop on CBC for teachers, pilot schools, TANAPA, and WD staff [GREENCOM]
- Develop audio-visual materials for WMAs [GREENCOM]
- Media content and skills workshop [GREENCOM]

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## CBC Working Group - Next Steps

- *Outputs and Activities - continued*
  - PRA and social economic study for Ugalla [AFRICARE]
  - Training on socio-economic analysis [AFRICARE]
  - National study tour - Selous/Iringa [WD/EPIQ]
  - International study tour – CBC examples [AFRICARE]

Slide 10

## CBC Working Group - Reporting Format

- *Progress against PMP by Intermediate Result*
- *Key activities by Intermediate Result*
- *Any key results over past 6 months by Intermediate Result*
- *Problems, Issues, and Constraints*
- *Upcoming Activities in next 6 months by Intermediate Result*

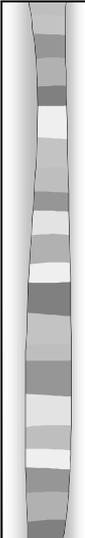
Slide 1



## **Tanzania Coastal Management Partnership**

J. Daffa, Alicia Magabe,  
George Kafumu, Zainabu Liganga,  
Mike Philley, Mark Amaral

Slide 2



### **Report Outline**

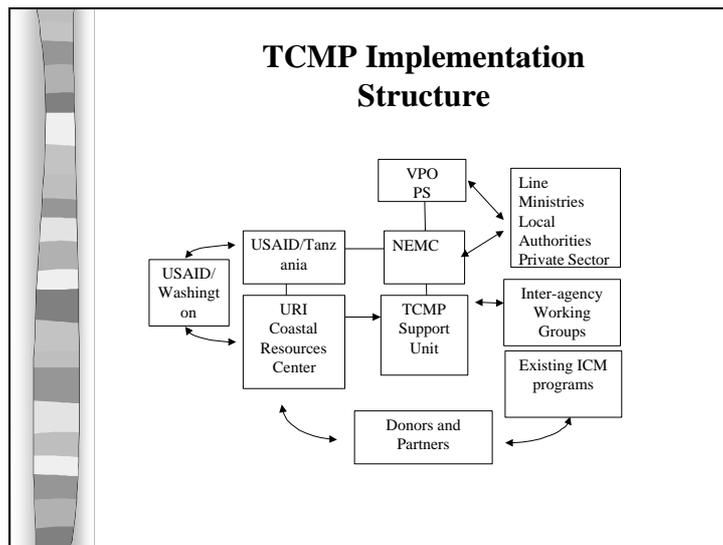
- Background
- Progress to date (past 6 months) and expected actions (next 6 months)
  - Organizational/administrative arrangements
  - TCMP Result Areas
- Challenges and Constraints
- Guidance and assistance requested

Slide 3

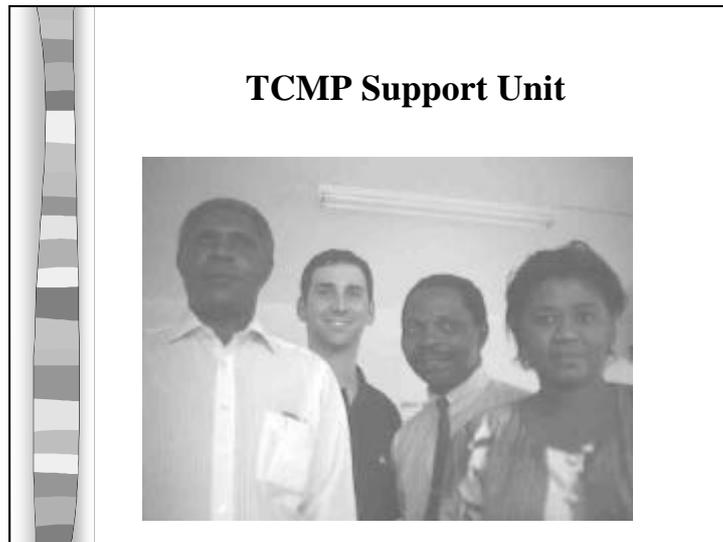
## Background

- Design Premise:
  - Develop a national ICM framework for Tanzania based on the experience of existing (non USAID) pilot programs.

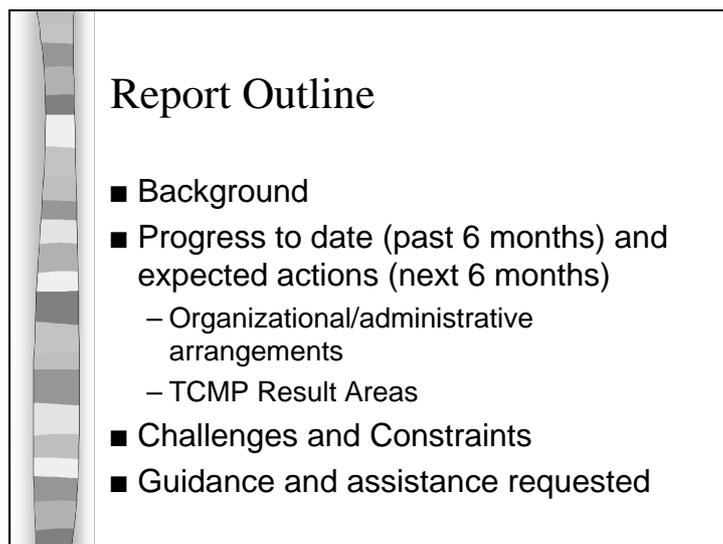
Slide 4



Slide 5



Slide 6



Slide 7



### Progress to Date and Expected Actions

- Organizational/administrative arrangements
  - Establish TCMP Office
  - TCMP Orientation Workshop
  - Year One (1 April 98 to 30 June 99) Formulated and Approved
  - Monitoring and Evaluation Plan Completed
  - Coordinating mechanisms with key partners established

Slide 8



### TCMP RESULT AREA - Policy

- Progress to date
  - Core working group established
  - ICM primer course conducted
  - Initiated ICM issue profile
  - Field trips to local ICM programs
  - Commissioned 3 issue specific reports
  - Press Workshop conducted
- Expected Actions
  - Issue profile completed
  - Issue specific reports completed
  - Convene high level policy meeting

Slide 9



### TCMP RESULT AREA - Sustainable Practices for Economic Activities

- Progress to date
  - Mariculture Working group established
  - 2 week training course on mariculture and issue profiling conducted
  - Mariculture issue profile drafted
  - Field trips to local ICM programs to review issue profile
- Expected Actions
  - Issue profile completed
  - Strategy for addressing key mariculture issues developed

Slide 10



### TCMP RESULT AREA - Local National Interface

- Progress to date
  - Support for practitioners workshop on preventing dynamite fishing
  - Linkages established with local programs (regular communication)
- Expected Actions
  - Newsletter
  - Web Page
  - Video Voices from the field
  - Award scheme (educational awareness)

Slide 11



### TCMP RESULT AREA - Capacity Building

- Progress to date
  - 2 Working Group members attended 4 week training course on ICM in US
  - Participated/Input to EPIQ's Gender Assessment
- Expected Actions
  - Needs assessment for national ICM short course completed
  - MOU executed with IMS

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### TCMP Result AREA - Dissemination of Lesson Learned

- Progress to date
  - Assessment of 14 national ICM Programs - lessons learned report
  - Participation in regional workshop on ICM
  - TCMP case study at URI's Summer Institute in ICM
- Expected Actions
  - Participate in key workshops/Conferences
    - Pan Africa Conference on ICM, Mozambique
    - International Year of the Ocean Conference, South Africa

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## Challenges and Constraints

- Unclear future institutional roles and responsibilities for Environmental sector
- No direct tie with local communities
- Working groups “over-stretched”
- Aggressive work plan

Slide 14



## Guidance and Assistance Required

- SO2 Team leader assist in preparation of high level policy meeting through VPO
- Continued interaction with other donors
- SO2 Team leader to track VPO institutional study
- USAID/W (AFR & G) support PMP revisions
- USAID REDSO/ESA, AFR, T & G support regional ICM training program

## ANNEX H: Policy Agenda Session: presentation and MRWG output

### Policy Presentation Flipcharts

#### Form follows...

“Theme Group” = composed of a focal person from each working group + WRI, EPIQ, GOT?...

Meets at six month program retreat and communicates in the interim via E-mail

Policy Advisory Group (composed of experts other of the program implementers)

#### ... Function

- To promote attention to policy as a cross-cutting issue
- To solicit input and guidance from WGs and input from the Policy Advisory Group
- To systematically develop policy strategy with feedback from WGs
- To program SO2 resources to accomplish strategy via:
  - Workshops
  - Analytic agenda (economics, social, NRM)
  - study tours
  - support institutions in support of advocacy
- To monitor policy progress (updates and comprehensively)
- To coordinate policy inputs
- 

#### Focal Policy Issues

[Six months after the first semi-annual meeting for Tarangire]

1. Role of NGOs and CBOs
2. Operationalization (revenue-sharing) of WMAs
3. Restructuring of Ministry of Natural Resources and Tourism and Environment sector
4. Development of ICM policy framework

#### Common Concerns

- ◆ Transparency
- ◆ Efficiency
- ◆ Decentralization
- ◆ Delegation
- ◆ Local empowerment
- ◆ Diversity of viewpoints

NB: The group of participants retained the notion of a Theme Group but did not opt for the Policy Advisory Group at this time. The Theme Group will meet during the 3<sup>rd</sup> Semi-Annual Retreat.

## **POLICY ISSUES (National Park Regime)**

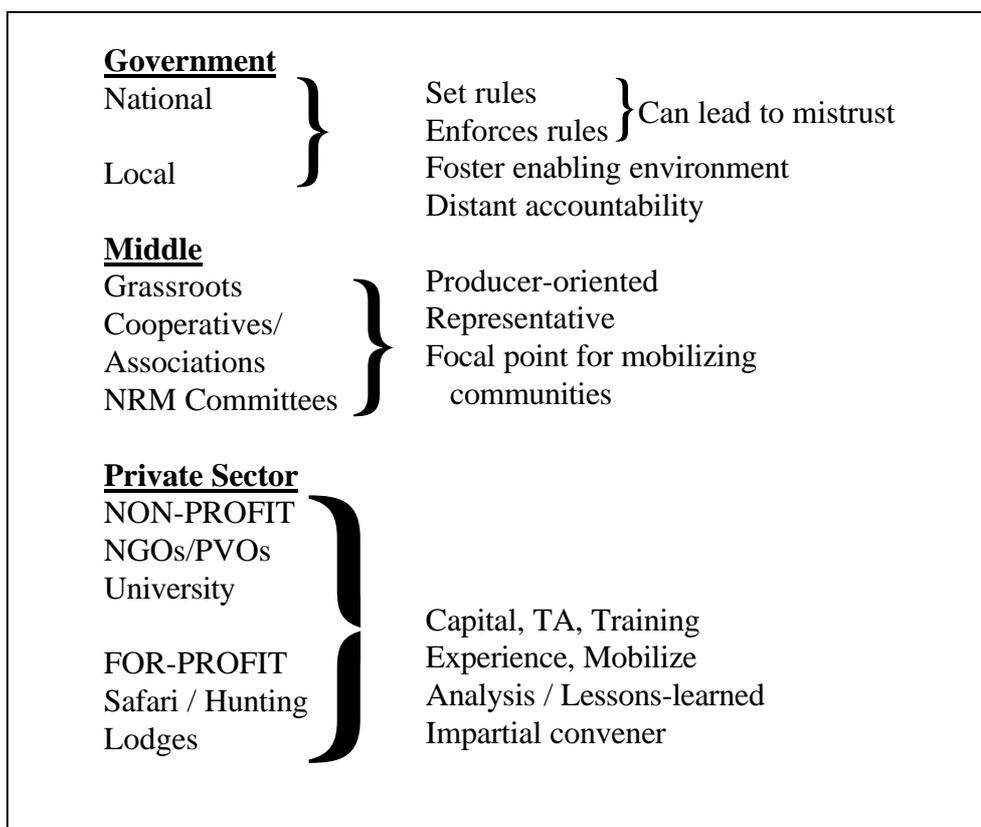
1. Role of NGOs and CBOs
  - wildlife policy (chapters on NGOs)
  - TANAPA policy (chapters on NGOs)
  - National NGOs policy (most NGOs in Tanzania do not fit/qualify to be called NGOs by USAID standards). There is a need to integrate these in order to come up with comprehensive policy on the role of NGOs in NRM/E.
2. Operationalization of Wildlife Management Areas.
3. Restructuring of NRM and Environment sectors
  - we are planning so many things but implementation will be difficult unless the process is through
4. ICM
  - Remember to involve TANAPA when dealing with this issue.

**ANNEX I: Institutional Strengthening Session: presentation and MRWG output**

**Presentation Flipcharts:**

INSTITUTIONAL LANDSCAPE

<u>GOVT SECTOR</u>	<u>MIDDLE SECTOR</u>	<u>PRIVATE SECTOR</u>
National (Parastatal)	Grassroots organizations	<u>Non-Profit</u> <u>Profit</u>
District	Cooperatives / Associations	NGOs / PVO    Lodges Tour Companies
Village	Committees	University    Safari / Hunting  Parastatal
<u>Accountability</u> Votes (will of the people)	<u>Accountability</u> Membership (direct)	<u>Accountability</u> Patron / Client Customer / Partner



<b>Institutional Tactics</b>
A. Existing organization already playing full role B. Fund existing organization C. Strengthen existing organization D. Create new organization E. Create coalition of organizations F. Inform, reform, deform organizations in opposition
<b>Institutional Tools</b>
1. Encourage institutional participation (through increasing their access, increasing their membership, etc) 2. Institutional assessment 3. Execution of a grant or contract 4. Technical assistance or training on <u>skills</u> 5. <u>Institutional strengthening</u> technical assistance or training 6. Providing goods or equipment to an organization

**MPWG report outs:**

*Please refer to the codes on the previous page for the types of Tactics and tools.*

<b>CBC</b>	<b>Organization to work with in niche</b>	<b>Tactics</b>	<b>Tools</b>
GOVT	WD, Forestry, TANAPA, Fisheries, DOE, District Councils, Village Authority, Law Enforcement! (institutions), MOE	<u>WD</u> : C, A, B, <u>TANAPA</u> : A, C <u>Forestry</u> : A <u>Fisheries</u> : A <u>DOE</u> : A, B <u>District Councils</u> : A,C <u>Village Authority</u> : A, C <u>Law Enforcement Institutions</u> : A, C <u>MOE</u> : A	1, 4, 5, 6 1, 4, 5, 6 1, 5 1, 5 1, 5, 6 1, 4, 5, 6 1, 4, 5, 6 1, 5, 6 1
MIDDLE	CBOs, Village Associations, Beekeepers Associations, Forestry, Agricultural Association, Schools	<u>CBC related CBOs</u> : A, B, C <u>Villages</u> : 43 – T/MC: A, C 14 – Ugalla: A, C <u>Schools</u> : 8 – T/MC: A, C <u>Beekeepers</u> : A, B, C <u>Fishermen</u> : A, C <u>Forestry</u> : A <u>Agricultural</u> : A, C	1, 2, 3, 4, 5, 6 1, 2, 3, 4, 5, 6 1, 2, 3, 4, 5, 6 1, 4, 6 1, 4, 6 1, 4, 6 1, 4, 6
PRIVATE	NGOs, Universities, Banks, Hotels, Tour Operators, Religious Organizations, Shops	<u>Pingos Forum</u> : A, C <u>Sokoine U.</u> : A, B <u>ILARAMATAK</u> : A, C, E, F <u>MESO</u> : A, C, E, F <u>Inyuat e Maa</u> : A, C, E <u>Bulgadal</u> : A, C, E, D, F <u>TATEGO</u> : A, C <u>KINAPA</u> : A, E <u>LEAT</u> : A, B, C <u>JET</u> : A, B, C <u>IRA</u> : A	1, 3, 4, 5, 6 3, 5, 6 1, 2, 4, 5 1, 2, 4, 5 1, 2, 4, 5, 6 1, 2, 4, 5 1, 3, 4, 5 1, 2, 4, 5 1, 2, 3, 5, 6 1, 4, 5, 6 3

<b>National Parks Management Regime</b>	Organization to work with in niche	Tactics	Tools
GOVT	TANAPA (CCS, TD, LMNP, TNP) ((To CBC regime: Districts, Village Gov't, NCAA, Schools))	B, C	4, 5, 6
MIDDLE	Inyuat-e-Maa Mazingire Bora Karatu TATO ATTO	B, C B, C A A	2, 4, 5, 6 2, 4, 5, 6 1 1
PRIVATE	Tour Operators Hotel / Lodges Hunting companies bordering  AWF \WWF & subs Mweka (Kwa Kuchinja) IRA / UDSM National Herbarium	C C C  B, C B B B	1 1 1  3, 6 3, 6 1 1

<b>Game Reserve Management Regime</b>	Organization to work with in niche	Tactics	Tools
GOVT	<u>National</u> WD HQ APU & UGR Mgt. Forestry & Beekeeping Division <u>Regional</u> Natural Resources Office <u>District</u> Courts District Councils Land Office (Natural Resources Office) <u>Local:</u> Ward Development Committee Village government	C C - - ? C C  C C	2, 4, 5, 6 2, 4, 5, 6 1 1 ? 2, 4, 5, 6 4, 5, 6  1, 5 1, 4
MIDDLE	Bee-Keeper Association TAHOA Fisheries Cooperatives in Skionge, Urambo, Mpanda Districts Tobacco Association Women's Groups	C C  C C C	4, 5, 6 1  4, 5 4, 5 1, 4, 5, 6

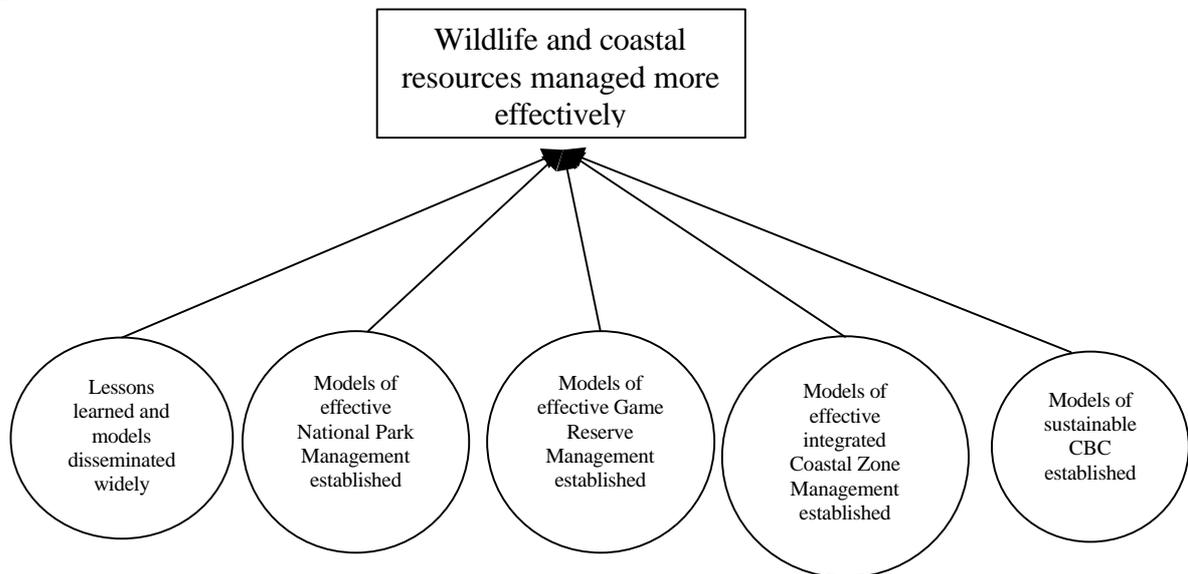
Game Reserve Management Regime	Organization to work with in niche	Tactics	Tools
	Village Natural Resource Committees	D, E	4, 5, 6
PRIVATE	<u>Non-Profit</u> Africare FCFG Tanzania Wildlife Conservation Society Health Projects Abroad (British) Water Aid (British) Mau Hai Clubs TETADO  <u>For-Profit</u> Lumber Association Livestock Association Farming Association Charcoal Association Resident & resident non-citizen hunting associations	A A C A A C C  E D D D D	- 3 1, 5, 6 1 1 1, 5 1, 5  1 1, 4 1, 4 1 1

Coastal Management Regime	Organization to work with in niche	Tactics	Tools
GOVT	CM Unit  VPO, IMS, NEMC, USDM, Fisheries, Forestry, Tourism, Lands, TAFIRI, NLUPC NEMC <u>Regional &amp; District</u> TCZC DP – Tanga, MIMP, MMP, RIPS, KICAMP, RDFPP	Conserve process with partners to design & place  E through working groups C  A	  1, 4 4  1, 4
MIDDLE	SHIRIKISHO (NGO)		
PRIVATE	Prawn Farmer, AFC, AGENDA, JET	E through working groups	1, 4

## ANNEX J: Information Needs and Dissemination Session: presentation and MRWG output

### Presentation Flipcharts:

Figure 1. Dissemination model.



### CHALLENGES.

1. How are we going to capture lessons learned?
2. How are we going to disseminate lessons?
3. How are we going to tape rich experiences outside our program?

### Dissemination Approaches:

#### OBJECTIVE:

Develop the information sharing mechanisms (lessons learned) among management regimes and between different key interested parties.

#### Working Group Tasks:

1. Identify type of external information you need to assists in managing your activities.
2. Where do you need to get this information from?
3. In what ways?
4. How are you going to capture lessons learned in you management regime?
5. How are you going to disseminate the information (mechanisms)?

## **MRWG Report Outs:**

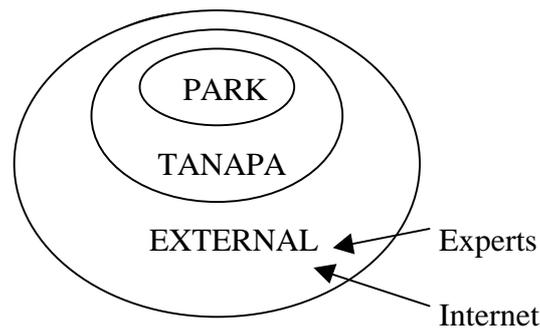
### **TCMP Dissemination Approach (LOPR 5)**

1. Type of information
  - ICM experience from Tanzania region and Globe.
  - Tanzania Policy experience.
  - Administrative and management experience.
2. Information received from?
  - ICM programs in Tanzania, regional (Kenya, South Africa, Reunion, Mauritius), global (Thailand, Sri Lanka, El Salvador, United States, Australia, Belize, Indonesia)
  - Working groups/Policy committee
  - SOT USAID/Tanzania
3. Mechanisms to receive and disseminate information/lesson learned
  - meetings (WG, Policy, SOT, Retreats, field trips)
  - reports ( issue specific, Global assessment, ICM)
  - attend regional and international events (presentations/papers)
  - practitioners exchange
  - self assessment/work planning process
  - study tour (2 years) to CRM II programs
  - newsletter (6 years)
  - web page
  - process workshop
  - small discussion group
  - awards scheme (sensitization)
  - press workshop
  - video voices
  - journal articles.

### **National Park Management Regime**

1. Type of information needed.
  - ability to compare what we are doing with others
  - what similar activities currently underway
  - what similar has been tried/tested
  - what is in the pipe line

Receive information from/where



2. Approaches

- interacting with other Protects/Practitioners
- retreats
- SADC - NRMP
- Exchanges/consultants

3. Needs to be captured

- periodic reports
- PMP

4. Disseminate

- Newsletter/Web page
- Workshops/meetings
- Hosting visitors
- Professional papers
- SADC NRMP

### **Game Reserve Regime**

1. Type on information needed

- resource management (baseline, EIA, socio-economic survey, PRA, resource use patterns, resource availability)
- institutional strengthening
- Community based conservation (technical aspects)
- Policy and legislative issues that potentially impact the regime
- Any USAID/US Govt. policy or procedural issues/changes

2. Where

- National level experiences
- Regionally - east and southern Africa
- Internationally

3. How/approaches

- subscribing to newsletter, scientific journals, quasi scientific journals (popular)
- study tour (for all levels)
- get reports
- consultancies - short term T.A
- Organizing special talks/presentations

- Workshop
4. Capturing lessons learned
    - formalized reports
    - WEB SO2
    - Sending short reports (e.g. weekly) - to management regime by E-mail
    - Videos, pamphlets
  5. Dissemination
    - at work group presentation, workshops, retreats, upon request
    - video documentaries
    - pamphlets
    - arranging study tours to GR
    - environmental education activities, schools, village to village
    - guest appearances - voices from grassroots
    - web site and E-mail
    - formal reports

### **Community Based Conservation Regimes**

1. Type of information
  - successful studies/stories on CBC
  - case studies analysis of experience on CBC
  - understanding of policy and legal framework
  - information on alternative, technology
  - indigenous knowledge and practices
  - land and natural resources inventories
  - socio-economic data
2. Where
  - documentation center, web sites, publications, workshops
  - conferences, professional associations net-working
  - meeting with stakeholders/relevant people
  - GIS data base (SUA/IRA/UDSM)
  - NGOs (AWF, CCS, EPIQ, WCST)
3. How
  - study tour
  - literature review
  - interviews (PRA, PLA, RRA)
  - research/resource surveys
  - organized conferences
4. Approaches
  - incorporate in report
  - management research
  - commission papers
  - external/internal evaluation
  - exchange visits between WMAs within Tanzania

## 5. Dissemination Approaches

- exchange visits
- web-page
- news conferences
- news letter/publications
- presentations
- video, radio, TV programme, field days
- village meetings
- institutional support for dissemination of information by local /national institutions

**ANNEX K: EPIQ Customer Survey on EPIQ/Tanzania Service Satisfaction and Performance Feedback Presentation**

*Customer Survey on EPIQ/Tanzania Service Satisfaction*

EPIQ/Tanzania views its role in the Partnership to be one fundamentally based on providing a range of services to members of the SO2 Partnership and to worry about the effectiveness of the Partnership as a whole. The specific services we provide vary considerably by Partner. Our mission is to strive for excellence in the quality of our services. In that way we hope to support the efficiency of our field-based colleagues and the Partnership overall. Our feeling is that you – the Partners – are best placed to let us know how well we are doing.

To assist us in continuously improving our services – and also to measure our impact for USAID – we would greatly appreciate your taking the time to complete this questionnaire. We have attempted to format it in a way that will take as little of your time as necessary, but also provide space for more in-depth feedback if you wish. You will also have an opportunity during the workshop to articulate your views in focus groups. We hope to revisit this during each six-month retreat.

Thanks.  
EPIQ Team

**O. Organizational Affiliation**

Please circle one of the following so that we know from which sector of the Partnership you come:

- Government of Tanzania     NGO non-profit (Tz)     NGO for-profit  
 US based organization     USAID

**I. The following questions relate to the overall program results we hope to achieve:**

1. How would you rate EPIQ’s progress to date in helping foster a shared program vision for SO2?

Unsatisfactory                      Fair                      Good                      Very Good                      Exceptional

Don’t know   

2. How would you rate EPIQ’s progress to date in fostering communication among Partners (six-monthly progress meetings, other program-wide meetings, training events, web page, Partner Support Office in Dar, etc.)?

Unsatisfactory                      Fair                      Good                      Very Good                      Exceptional

Don’t know

3. How would you rate our progress to date in keeping you informed of program progress and impact?

Unsatisfactory	Fair	Good	Very Good	Exceptional
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Don't know

4. How would you rate our progress in helping the program shape a strategy for institutional strengthening and assisting institutions targeted by SO2 for strengthening?

Unsatisfactory	Fair	Good	Very Good	Exceptional
----------------	------	------	-----------	-------------

Don't know

5. How would you rate our progress in helping coordinate national policy initiatives among SO2 Partners and facilitating assistance to the GOT in implementing key policy initiatives?

Unsatisfactory	Fair	Good	Very Good	Exceptional
----------------	------	------	-----------	-------------

Don't know

### Ratings of Specific Services

(The following list represents services that EPIQ is either already providing, or anticipates providing. Kindly describe your level of satisfaction, and also note if you are not able to provide a response as either the service is not yet provided or you have no experience with it.)

A. Strategy Development

6. Facilitation of Results Framework development at Strategic Objective level

Unsatisfactory	Fair	Good	Very Good	Exceptional
----------------	------	------	-----------	-------------

Don't know

7. Facilitation of Results Frameworks development at Working Group level

Unsatisfactory	Fair	Good	Very Good	Exceptional
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Don't know

B. Facilitating Communication

8. Arranging and facilitating Six-Month Partnership Retreats (like the one at Mafia Island)



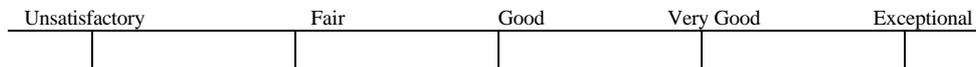
Don't know ð

9. Facilitation of Working Groups



Don't know ð

10. Utility of the Partner Support Unit Office in Dar as resource to the Partnership



Don't know ð

11. Web-Page



Don't know ð

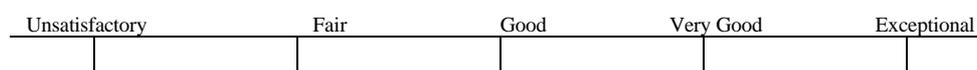
C. Performance Measurement and Reporting

12. Development of Performance Monitoring Plan at Strategic Objective level



Don't know ð

13. Development of Performance Monitoring Plan at Working Group level



Don't know ð

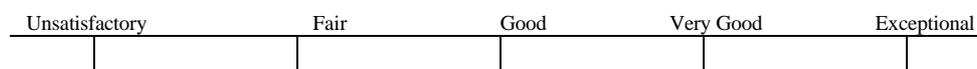
14. Completion of six-month program progress reports



Don't know ð

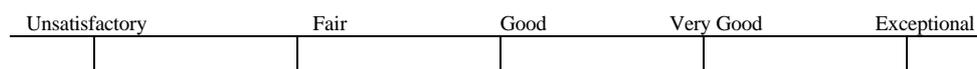
D. Institutional Strengthening Support

15. Execution of institutional development profiles for targeted institutions



Don't know ð

16. Provision of technical assistance to targeted institutions



Don't know ð

17. Provision of program-wide training (such as in performance monitoring, results frameworks, and facilitation)



Don't know ð

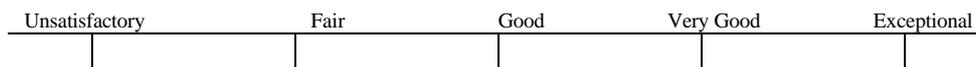
18. Promotion of institutional strengthening needs in SO2



Don't know ð

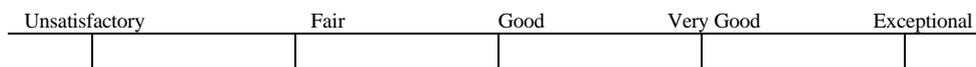
E. Policy Support

19. Helping develop a policy framework for SO2.



Don't know ð

20. Providing assistance to government in implementing targeted policies (for example workshops, strategic planning and strategic management assistance, training, study tours, analysis, technical assistance, and procurement.)



Don't know ð

Question:

21. EPIQ plans to maintain a SO2 Web Page. Do you think it is also necessary to print a program Newsletter?

Yes No

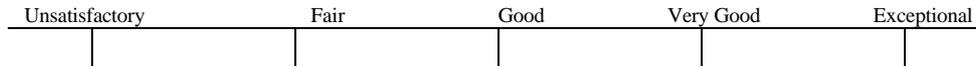
Overall perceptions of EPIQ services:

22. Responsiveness:



Don't know ð

23. Timeliness:



Don't know ☺

24. Technical caliber:



Don't know ☺

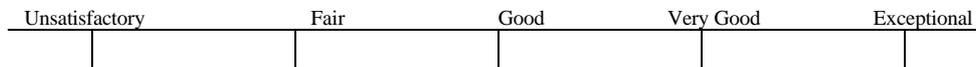
25. Service Orientation:



Don't know ☺

The Bottom Line:

26. Having taken a moment to reflect on EPIQ's performance to date, how would you rate the overall quality of services?



Don't know ☺

# Customer Survey Performance Feedback Presentation

Slide 1

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**Customer Survey of EPIQ/Tanzania  
Service Satisfaction**



Mafia Island Program Retreat  
June 25, 1998

.....

Slide 2

.....

**How would you the overall quality of services ?**

5 = exceptional
4 = very good
3 = good
2 = fair
1 = unsatisfactory
0 = don't know

**Overall average score =**  
**3.06**

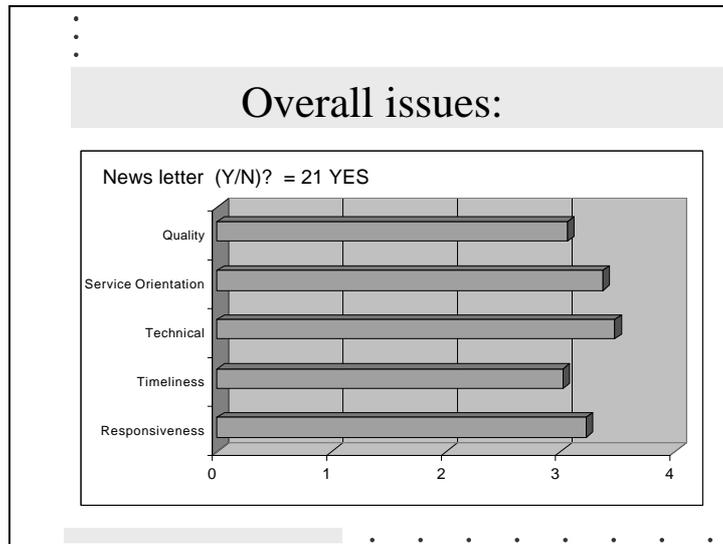
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USAID average score = 3.58  
US-based organizations = 3.17  
GOT average score = 2.5  
NGO average score = 3

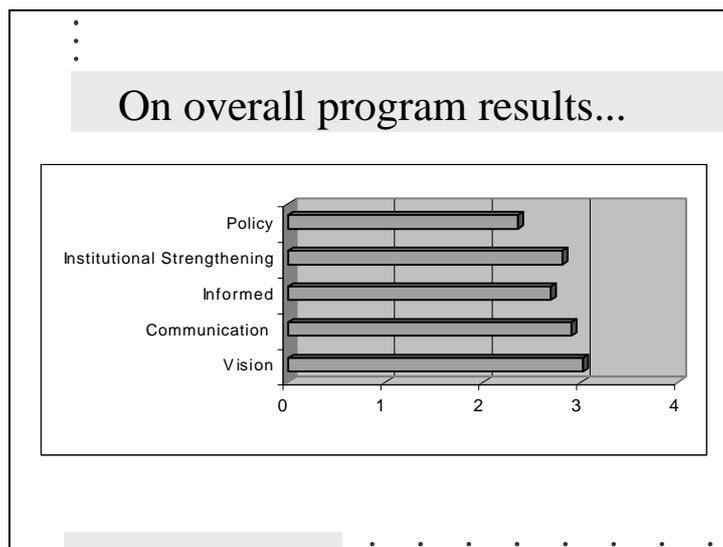
N = 25

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Slide 3



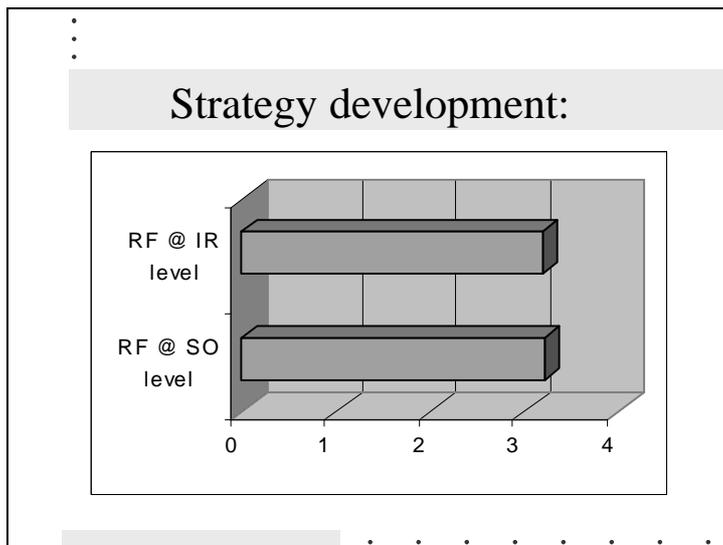
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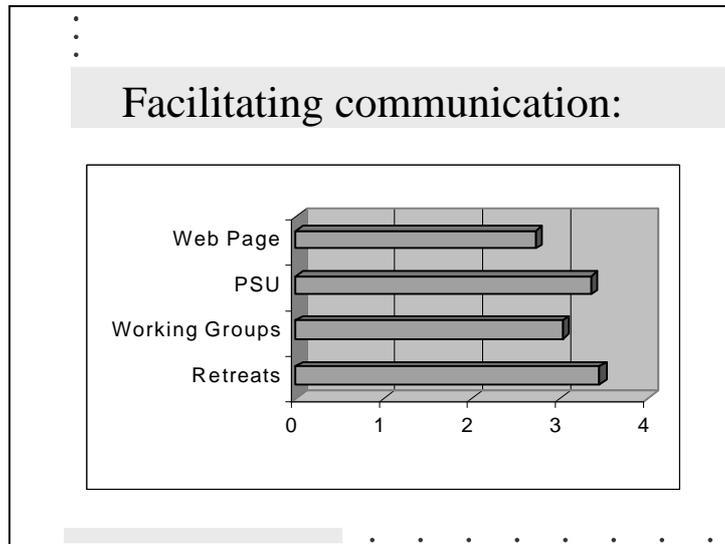
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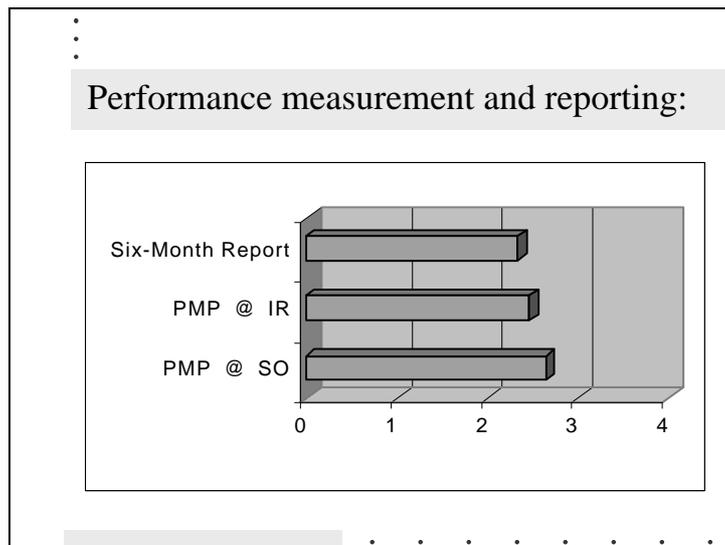
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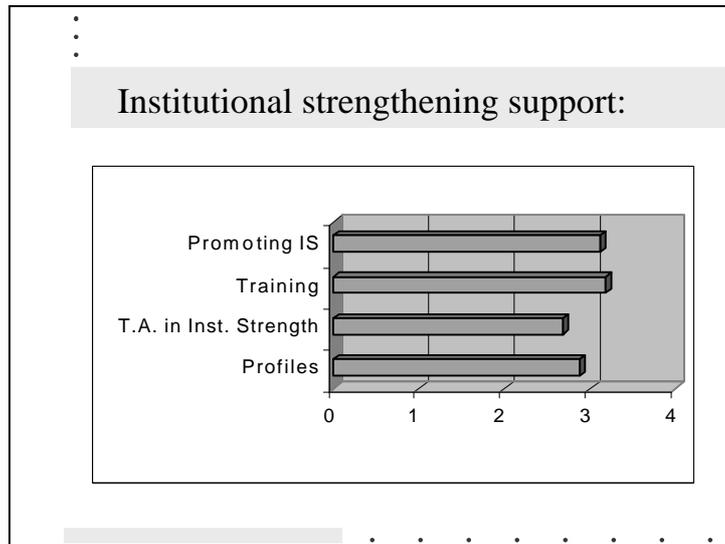
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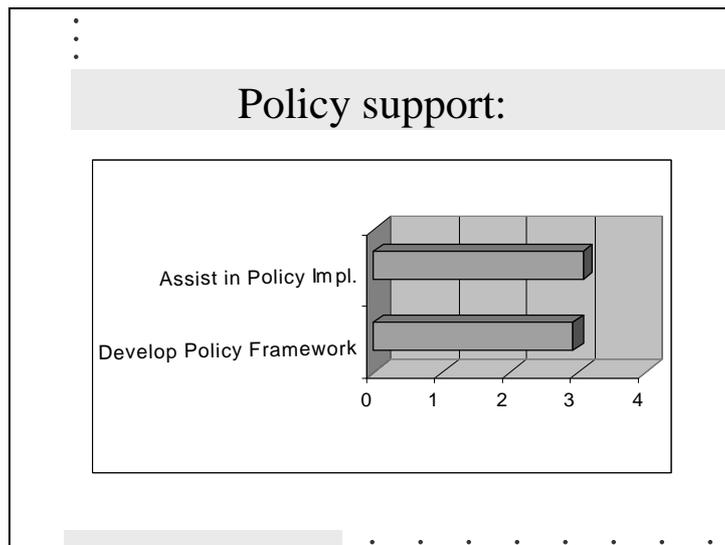
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Slide 9



Slide 10



## **ANNEX L: Next Steps – Scheduling**

In the next two months each MRWG will meet to start developing their management regime strategy (RF). EPIQ consultant Alan Lessik will return to Tanzania to continue work on Results Package documentation and to assist the working groups in developing their RFs and indicators.

The assembly proposed the following meeting dates:

### **3<sup>rd</sup> Semi-Annual Program Retreat**

WHEN: proposed for Nov. 17 to 19  
WHO: SOT sets invitation list  
WHERE: possible venues include: Tabora, Zanzibar, Gombe, Mikumi  
WHAT: SOT sets agenda and vets it several weeks before the retreat

### **1<sup>st</sup> SOT Meeting**

WHEN: late August  
WHO: 10 SOT members - each to be designated by the GOT institutions and the MRWGs  
WHERE: outside of Dar es Salaam  
WHAT:  

1. To develop the draft program RF and indicators
2. To revise and complete the Team Charter
3. To address the administrative issues listed below

#### **Administrative Issues to be debated by the SOT at the upcoming meeting**

- Reimbursement policy (need for a common policy between USAID, TANAPA, WD, USAID partners)  
Key issues raised during this Program Retreat:
  - Differences in rates between USAID partners, with the probable effect of distorting relationships of institutions at different levels (Districts, CBOs, etc)
  - USAID does not allow paying sitting allowances or fees
  - This issue does not relate to international travel where USAID rates are applicable but rather local travel.
- How to deal with the inception or proposals for new activities (those not currently mentioned in existing workplans) which will have SO budgetary implications
- Need for encouragement and assistance to develop WG strategies. What will be EPIQ's coordination and technical assistance roles?
- Should the individual institutions continue to develop and use their PMPs?
- What are covering costs incurred for the Working Group meetings (if these go beyond current budgetary allocations for staff time)?

- Do we need someone to take charge of baseline data collection for the Management Regimes?
- Are there inter-group communication needs – they may require putting equipment and systems in place.
- What is the protocol of USAID-financed visitors working for the program? Should the existing protocol with the GOT institutions be revisited (there have been issues about this)
- How do we intend to resolve conflict? What mechanisms should be in place? For instance, will we decide conflicts by majority rule (voting)?
- How much do we need to delegate authority to the MRWGs? How much responsibility can/should they accept? How much authority can we give up?