



MWAMBAO COASTAL
COMMUNITY NETWORK

Strategic Plan 2018-2020



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Executive Summary

Mwambao Coastal Community Network was established in 2010 to help communities in Tanzania's coastal areas develop strong and effective local resource management systems that support livelihoods and sustain marine ecosystems. Mwambao works to empower local communities and enable them to learn from each other through a community-based network spanning different coastal areas and communities. This network structure fosters learning as well as collective action on shared interests such as influencing policy.

During the past three years, Mwambao has emerged as a leading actor in facilitating community-based marine management in Zanzibar- on the islands of Unguja and Pemba- as well as north-eastern Tanzania. Working with key international partners that include Fauna and Flora International, Blue Ventures, and the Indian Ocean Commission, Mwambao has successfully piloted and expanded new approaches to community marine management on Pemba and Unguja. This has been centred on the use of temporary octopus closures and local fisheries closures or no-take zones, utilizing local by-laws and marine management plans to bolster these areas.

These project level achievements have enabled Mwambao to grow from a start-up stage to a significantly expanded staff, growing national and international profile, and significant new resourcing as it comes to play a lead role in coastal marine management. Strong relationships with communities and with government on Zanzibar also provide important foundations for future growth.

This strategic plan is intended to guide the next phase of Mwambao's organizational development, as it seeks to build on recent achievements and relationships while confronting the growing pressures on fisheries and coastal ecosystems. Mwambao will work towards delivering healthy coastal ecosystems based on local management systems through three key goals that form the core of its work:

- **Strengthening local marine resource governance institutions**
- **Increasing benefits from sustainable use of marine resources**
- **Improving policy and legislation to support community management**

Mwambao will deepen its work on Pemba and Unguja, while carefully exploring new opportunities in north-eastern Tanzania. This will focus on expanding existing fisheries closures to new villages, focusing more on enterprise and value-chain opportunities in order to increase benefits to communities from sustainable marine use, and improving the co-management of 10,000 hectares of Marine Protected Area on Pemba under a Darwin Initiative four-year project.

Organisationally, Mwambao will focus on building its core and unrestricted funding through improved monitoring and evaluation and communication of results, as well as developing key networks and relationships that create additional fundraising opportunities. This resourcing goal is key to investing more in core organizational capacity, including through new staff, in areas such as finance and administration, communications, and fundraising, which are key to enabling Mwambao to continue to deliver on its work and expand its impacts.



Background

Tanzania, including the offshore islands of Zanzibar (Unguja and Pemba), has more than 850 km of Indian Ocean coastline. These extensive coastal areas are rich in diversity, and include some of the Western Indian Ocean's most intact coral reefs.

This coastal zone is home to approximately 8 million people, of which roughly 90% are highly dependent on marine resources to sustain their livelihoods, often through small-scale artisanal fishing.

Marine resources, such as fisheries and coral reefs, are increasingly threatened by overexploitation and pressures from a growing population dependent on fish for food, as well as infrastructure development, coastal tourism, and pollution. In the face of these pressures, local communities need to be able to sustainably manage the fisheries and other coastal resources their livelihoods depend on.

Mwambao Coastal Community Network was established in 2010 to help communities in Tanzania's coastal areas develop strong and effective local resource management systems and governance institutions that support livelihoods and sustain marine ecosystems. Mwambao's vision is to empower local communities and enable them to learn from each other through a community-based network across different coastal areas and communities.

During the past several years, Mwambao has moved from an emerging, start-up organisation to an increasingly recognised expert and facilitator of community marine management, particularly on Zanzibar. Today, Mwambao has a number of strategic partnerships, including a growing set of communities and formal members of its network, government authorities, and leading international organisations supporting marine conservation in East Africa.

This strategic plan is intended to position Mwambao for its next phase of growth and development. It seeks to define Mwambao's priorities, so that the organisation can achieve more with its limited, though growing, resources, and generate the most lasting impact. The plan clarifies the vision of Mwambao as an organization in an effort to sustain its work and deliver more support and value to its target communities.

The Context: Marine Management and Conservation in Tanzania

Mwambao's strategy must take account of the growing pressures on marine resources in coastal mainland Tanzania and Zanzibar, as well as emerging opportunities such as national and global trends in favour of community-based fisheries management and locally-led marine conservation practices.

External Threats

There are a number of key threats putting significant pressure on the future of marine resources and the people that depend on them in Zanzibar and Tanzania, as is the case with fisheries in coastal areas across the tropics.

Escalating pressures

A key threat facing Tanzania's marine resources is an increasing human population.¹ This places heavy pressure on fisheries, which is exacerbated by the general absence of agreed or regulated entry of people into the fisheries sector. Demand for marine resources is increasing, especially as there are limited alternative options to support livelihoods, and local institutions often lack or enforce regulations that would provide for sustainable use. In turn, there is increasing conflict over a finite number of resources. Marine resources are further compromised by illegal fishing practices such as blast fishing and the use of harmful types of net, as well as an increase in pollution in the sea.

Weak local institutions

Local marine resource management institutions – shehia fishermen committees (SFCs) in Zanzibar and beach management units (BMUs) on Tanzania's mainland - are generally weak. They have had little training, their governance structures are not very strong, and they have limited ability and knowledge to enforce legislation or to access sustainable financing to support their functioning.

Governance challenges

Governance factors – including limited capacity, lack of investment in public resources, and corruption – can undermine community-based fisheries management. At a local level, internal resource use conflicts between villages negatively affects co-management, an issue that is exacerbated where political interests prevail. In some instances policies and legislation do not provide adequate guidance and clarity regarding the recognised roles, rights and responsibilities of community members as management actors in a co-management regime. In others, obstacles to their implementation mean that these policies cannot always be translated to action.

Lack of benefits

Benefits accruing to communities living around state marine protected areas are frequently either retained by government or are insufficient to incentivize sustainable resource management. Even when regulations for benefit sharing are in place, these are often inadequately implemented.

1 In 2014, Tanzania's population was 50.8 million, with 25% of people living along the coast. By 2050, the population is expected to exceed 129 million, with an associated increase in people living along the coast and dependent on coastal resources for their livelihoods (WIO Regional State of the Coast Report 2015).

Large-scale Infrastructural developments

A key threat that will affect Zanzibar communities, organisations and business alike over the next few years is the emergence of a number of large infrastructural development projects. In addition to a 5-year survey for oil and gas exploration currently underway in Zanzibar, new large-scale tourism resorts, developed with a general lack of local consultation and participation, present a new threat to marine resources and communities. Additionally, coherent marine spatial planning is often poor or non-existent, with decisions taken on an ad hoc basis and no consideration given to other spatial planning needs.

Climate change

The impacts of climate change present a key risk for coastal communities in Zanzibar, with stakeholders reporting an increase in sea temperature, a migration of fish further offshore to where waters are cooler, and a decrease in the available stocks of fish. Coral reefs, on which many fish depend, have been subject to increased bleaching events due to higher water temperatures. The results have been widespread mortality of corals, events that are expected to become more common in coming years.

Opportunities

Although marine resources in Zanzibar and Tanzania are under threat from a range of significant risks, the prevailing context also presents a number of key opportunities for Mwambao to build upon in working towards more effective and sustainable local management practices. These include:

Fisheries and food security

In 2012, direct employment in fisheries, boat construction and seaweed cultivation engaged approximately 59,000 people in Zanzibar, and comprised 7.1% of Zanzibar's GDP. Fisheries contribute 98% of animal protein in the diet of low-income people, and include important nutrients² important in protecting the body and reducing risk of maternal and child mortality, growth retardation and cognitive deficits. Global food systems will need to meet demand from an expanding population, and sustainable management and production from fisheries is an important element in local, national, and global food security.

Market demand

In Zanzibar, the vast majority of local marine resource users sell their resources as primary products, such as fresh fish and unprocessed seaweed. Adding value to these products can significantly increase returns to local producers. Mwambao is well placed to further develop opportunities that can add value to marine resources and in accessing market linkages.

Expansion of community-based collaborative fisheries management

The past decade has seen an expansion of community-based approaches to fisheries management around the world, including in the Western Indian Ocean. Globally, the importance of strengthening local fisheries management institutions is now widely recognised as key to developing more sustainable fisheries management practices. Within the region, local institutions and marine conservation zones have spread, such as the roughly 15% of Madagascar's coastline that are now in LMMAs, or the acceptance of the Beach Management Unit model across coastal Tanzania and Kenya.

² e.g. iron, zinc, omega-3 fatty acids and vitamins.



The Example of Matemwe:

Contextualizing Opportunities, Threats and Risks

In 2016, the Department of Fisheries suggested that Mwambao explore the possibility of initiating temporary octopus closures with the Matemwe area villages, in northeast Unguja, which is in the vicinity of Mnemba Island Marine Park. This area is among the most ecologically important in Unguja, and has a range of management challenges that need to be addressed through improved collaboration and local involvement in the area's marine resources.

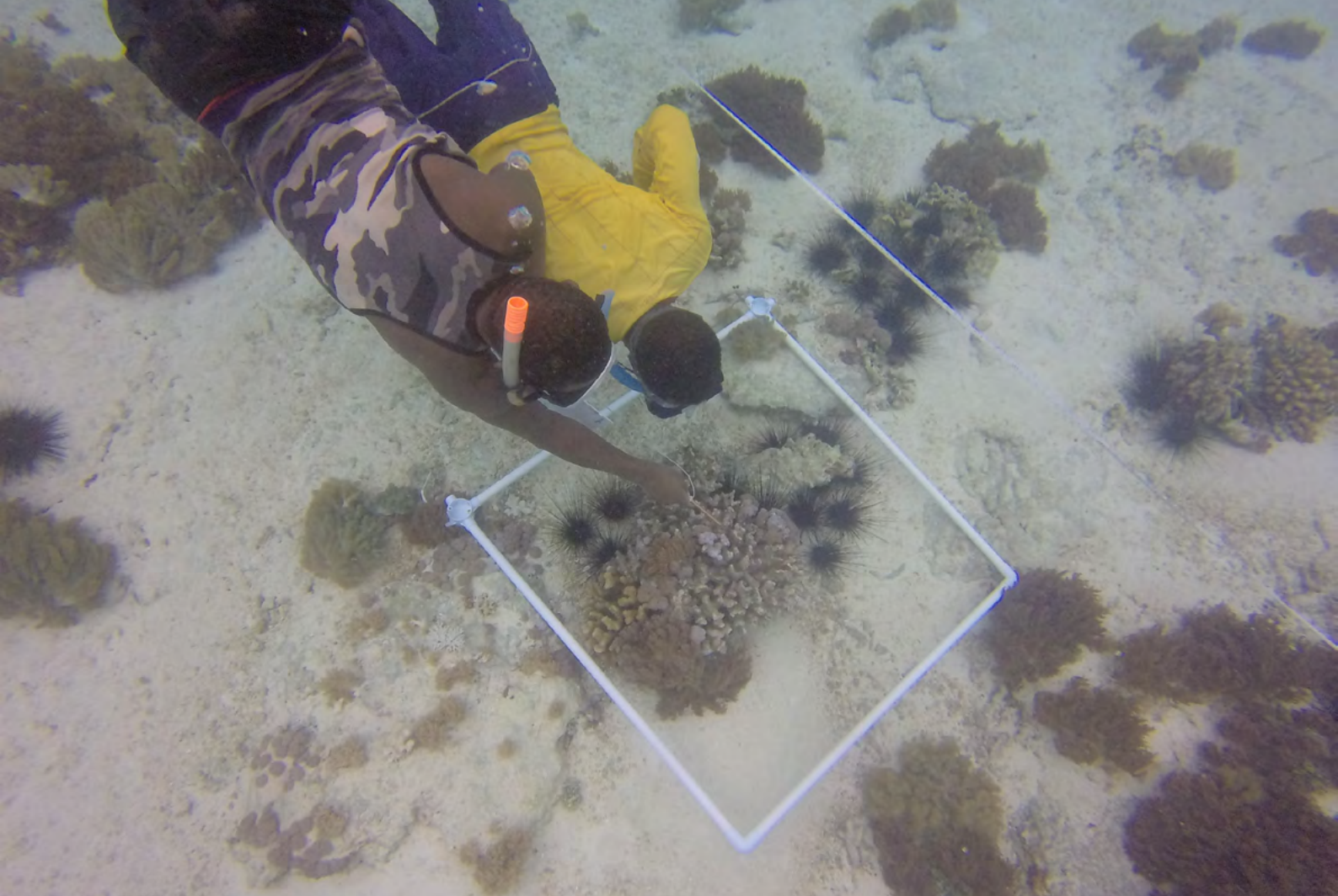
Key Challenges

The villages involved have a long history of conflict with the Fisheries Department due to the annexation of Mnemba Island for exclusive tourism in the 1990s (previously, this area was regularly used for fishing camps), and more recently for the creation of Mnemba Island Marine Park. The island is a very popular tourism destination (divers and snorkelers) and is a major revenue earner for DFD. However, the villages have seen very little benefit from the creation of the Marine Park. This backdrop of conflict creates a very difficult environment to introduce a new project, especially one that involves fisheries management.

Key threats exacerbating these challenges include:

- An escalating risk of conflict between local resource users and government due to a planned large-scale development in the immediate area (involving building of at least five large hotels and creating a marina and artificial marine islands) and inadequate and non-transparent processes to inform and engage local communities.
- Increasingly angry local communities who are frustrated due to the lack of fair implementation of a benefit-sharing arrangement between the government and local communities, with regard to revenue from the marine park fees collected from snorkelers and divers.

Mwambao spent one month in community consultation in the Matemwe area regarding potential octopus closures; three of the villages had major initial reservations. In the context of the above challenges and threats, and despite the offer of one-year funding, Mwambao decided not to engage at this point in time. Initial consultations suggested that it was unrealistic to engage for a period of less than three years, and until the required sustained funding is available to allow this, there is a high chance of an octopus closure project not being successful.



Mwambao's Key Achievements

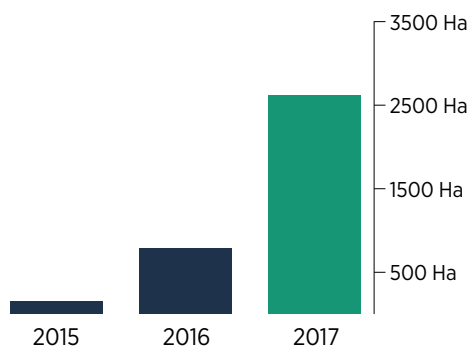
Over the past five years, Mwambao's approach has been deeply grounded in its core values of equity, empowerment and stewardship, all of which guide the design and implementation of its work. Mwambao's work has paved the way for local people to take a lead in identifying and prioritising their conservation issues, and in devising their own solutions for addressing these. Key achievements include:

Collaborative management of fisheries

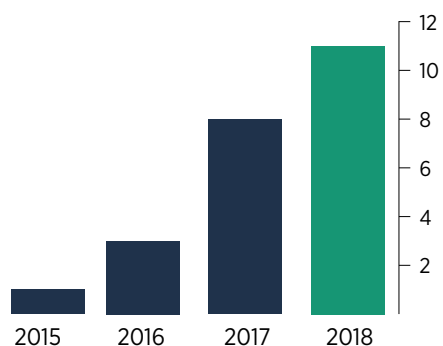
In Zanzibar, there are regulations supporting community-based fisheries management, which is carried out in collaboration with government. By working through local institutions, integrating traditional practices and scientific approaches, and learning from international best practices, Mwambao has pioneered the introduction of a collaborative management approach to fisheries in Zanzibar, by way of octopus as a quick-growing commercial species suited for catalyzing interest in this approach. Today, local communities on Pemba and Unguja have increased awareness about the importance of sustainable management of their marine resources, and Mwambao supports 8 communities across 1050 hectares to collaboratively manage their octopus fisheries.



**Area under temporary
(3-month) octopus closures**



**Number of villages engaged
in reef closures**



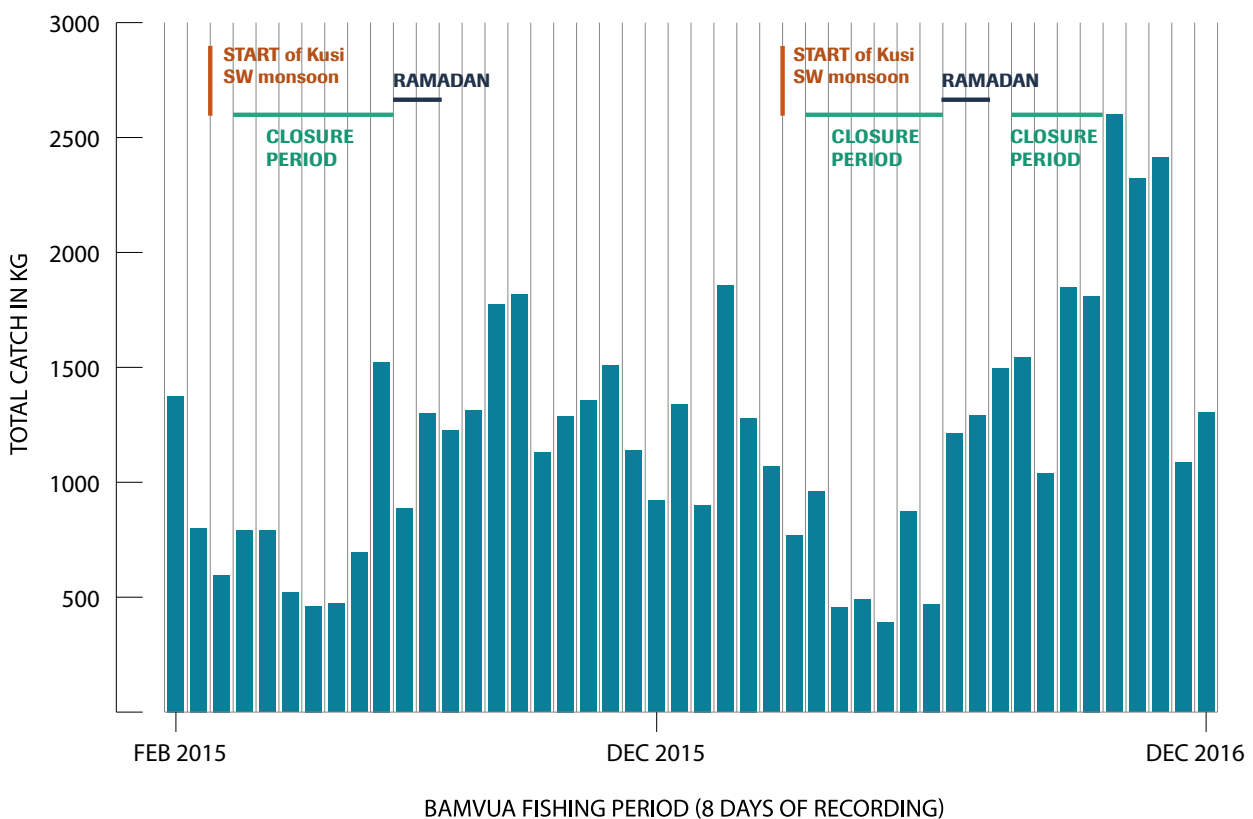
Kukuu fisheries bank

Mwambao has supported the Kukuu community to establish a fisheries 'bank', whereby revenue derived from octopus sales during the occasional opening of the voluntary no-take zone is equally divided between the SFC (village (shehia) fisher committee), individual fishers assigned to fish during the opening, and a community development fund. To date, revenue from the community development fund has been used to begin constructing a primary school and they have plans for a health dispensary. The productivity of the fisheries bank is maintained through a permanent no take zone within the closure area, which is protected for breeding. The institutional management of the fisheries bank is assured through Kukuu's local management plan, the first to be developed by a community in all of Zanzibar. Kukuu's model has set a strong pilot example that can be extended across Zanzibar and Tanzania, and the role strong local leadership has played in these successes has been an important take-home message.

Community use of data to manage fisheries

Mwambao's collaborative management work places a strong focus on building the capacity of SFCs to collect, store, analyse and present data not only back to their communities, but also to the DFD (government fisheries department). In the previous three years, information gathered by local SFCs has enabled Mwambao to develop the first continuous data set for octopus fisheries in Zanzibar. SFCs from Kukuu and Kisiwa Panza now regularly present data about their work to the DFD in Pemba, which has led to government increasingly recognizing the value and ability of these SFCs as local resource managers.

Total Octopus Catch (kg) at Mwembeni and Majomani landing sites, Kisiwa Panza for Bamvua periods Feb 2015 to Dec 2016



Resolving user conflicts through inclusive approaches

Mwambao's plan for 2017 was to establish temporary octopus closures with Mtende and Tumbatu communities in Unguja, Zanzibar. Both sites experienced some local conflict with neighbouring communities not supporting the closures. Through engagement by focusing on establishing a participatory and inclusive process with community and neighbours coupled with strong collaboration with the local village leader (sheha), community leaders and the DFD, Mwambao was able to facilitate the octopus closures being accepted at both sites. The impacts in both villages have been positive, and villages perceive an increase in overall catch, boosted by the closure. In addition, Mwambao managed to resume community efforts in sustainable octopus management through review of the fishers committee in Kisiwa Panza, Pemba. The initiative, started in 2014, faltered for several months due to conflict that arose between users. Today, the government is supportive of the sustainable resource management demonstrated through these projects.

Innovative monitoring techniques

Mwambao has expanded its reach and impact to the mainland through piloting a 6-month pilot project aimed at developing a network of blast fishing data recorders who are responsible for collecting and sharing information using a mobile phone application. Following this, Mwambao partnered with WWF and Sea Sense in an expanded joint project covering 24 locations along the coast. Authorities are starting to recognise communities as competent partners in marine resource management, and two years of data gathered by communities about blast fishing in dynamite “hot spots” has helped government to pinpoint the areas that need monitoring and protection by the Multi-Agency Task Team (MATT).

Table 1: The timeline below provides a summary of Mwambao’s growth and achievements since its founding in 2010.

Date	Description
2010	Mwambao Coastal Community Network founded using a \$25,000 grant from Sand County Foundation, with an initial focus on participatory video as a tool to share and empower communities to take an active role in management of their marine resources.
2012	Mwambao led a study for Tourism Concern on ‘Water Equity in Tourism’ as part of a 3-country case study which resulted in a report and video.
2013	Mwambao led research for a case study on changes in community governance in Beach Management Units (BMUs) in southern Kenya, as part of a World Bank research project on community fisheries management in Africa.
2014	Through new partnerships with Fauna and Flora International and the Indian Ocean Commission/ IOC-Smartfish, Mwambao pilots its first octopus closure project in Kisiwa Panza, Pemba. It also supports capacity building of the village fishery committee.
2015	Kukuu village (neighbour to Kisiwa Panza) requests Mwambao’s support in extending the octopus fisheries closure work to 80 hectares of reef in Kukuu. Kukuu further develops the model by creating a permanent no-take zone for fish-breeding, and developing an innovative benefit-sharing scheme. Mwambao organised and held a workshop to introduce the FAO Voluntary Guidelines for Securing Sustainable Small-scale Fisheries to mainland Tanzania.
2016	Mwambao facilitates the creation of the first village-level marine management plan in Zanzibar in Kukuu village. Mwambao also enters into strategic partnership with Blue Ventures, through which the sustainable octopus management work is extended to the three new sites on Unguja.
2017	Mwambao and FFI’s joint application to the Darwin Initiative is successful, securing funding for a four-year period and allowing Mwambao to embark on its most significant project to date. This funding will enable Mwambao to expand to an additional four villages on Pemba across a total area of 10,500 hectares of the Pemba Channel Conservation Area (PECCA). Mwambao is successful in receiving funding from the IOC Biodiversity Fund to expand its Pemba octopus closures work to Fundo and Uvinje Islands. Mwambao also receives funding from the EU ZANSASP programme (Zanzibar Non State Actors Support Programme (objective: to strengthen democratisation and good governance in Zanzibar through support to civil society initiatives on advocacy, accountability and participatory development) to build capacity of 52 Shehia fishermen committees.



Organisational Strengths

Key organisational strengths that have enabled these achievements include:

Strong collaborations and partnerships

Mwambao has built strong collaborations with coastal communities, local and international NGOs, and government, and Mwambao plays an important bridging role in facilitating meaningful engagement and effective partnerships between these different stakeholders.

Increasing recognition, credibility, and trust

Over the previous five years Mwambao has grown from a small local organisation supporting a coastal community network forum, to today being regarded as a Zanzibar expert on coastal marine management. Mwambao's ability to build trust and to deliver results has bolstered its credibility and has led to communities increasingly requesting Mwambao's support; government inviting Mwambao for consultations at a high level; international networks recognising Mwambao as a valuable contributor; and donors continuing to invest in Mwambao's ability to produce impact.

Ability to influence government programs

Building on the above, the credibility and trust Mwambao has earned place the organisation in good stead to influence government programs, such as the recently launched multi-year SWIOFish project to improve five key fisheries in Zanzibar. Mwambao was appointed as a member of the national octopus working group. Mwambao is also well placed to play a key role in the future of Zanzibar and Tanzania's Marine Protected Areas (MPAs) through Mwambao's involvement in capacity building at MPA management level.

Organisational Challenges

With increased demand from communities, donors and government, over the next four years Mwambao will seek to expand the scale and impacts of its work. However, as it does so it will need to take into consideration a number of organisational challenges that may impact upon its ability to deliver effectively.

Funding

Mwambao's long-term sustainable management goals are often at odds with short-term donor projects, which demand key decisions, impacts and results within a short time period. Mwambao is also primarily reliant on restricted donor grants, and after 2017 the proportion of unrestricted revenue in its annual budget will be extremely low. This lack of unrestricted funding may compromise the organisation's ability to carry out its work in a way that creates a foundation for long-term capacity.

Demonstrating impact

Mwambao readily shares its data with communities, government and other stakeholders, but data shared at this level does not always demonstrate adequate scientific rigor. There is a need to focus on scientific analysis of collected data to demonstrate impact. In addition, baselines against which to measure change are not always in place, and monitoring frameworks need to be more robust.

Managing growth

As Mwambao continues to grow and expand its impact, the organisation will need to carefully consider how scaling up might affect its culture, model, administrative requirements and ability to succeed. Furthermore, Mwambao will need to evaluate the rigorousness of its financial and administrative capacities, particularly in the current climate of Tanzania where the government is increasing scrutiny on NGO activities. As it grows, Mwambao will also require enhanced involvement by the board in setting a strategic direction for the organisation.

Managing community expectations

Mwambao's success has created a large demand for its support, as well as high expectations from communities to deliver livelihood-improvement initiatives. Mwambao will need to carefully balance how it expands its work to new sites on Pemba, Unguja and north-east Tanzania, while at the same time maintaining the existing quality of work and depth of relationships.

Limited support for network operations

Mwambao has had limited success in accessing reliable operational funding to cover its network operations, and expansion of network activities has been constrained by a lack of resources.



Vision, Mission and Values

Vision

Mwambao's vision is thriving coastal communities and sustainably managed healthy marine ecosystems in Tanzania including Zanzibar.

Mission

Mwambao's mission is to maintain healthy marine ecosystems through improved sustainable coastal resource management and diversified community livelihoods.

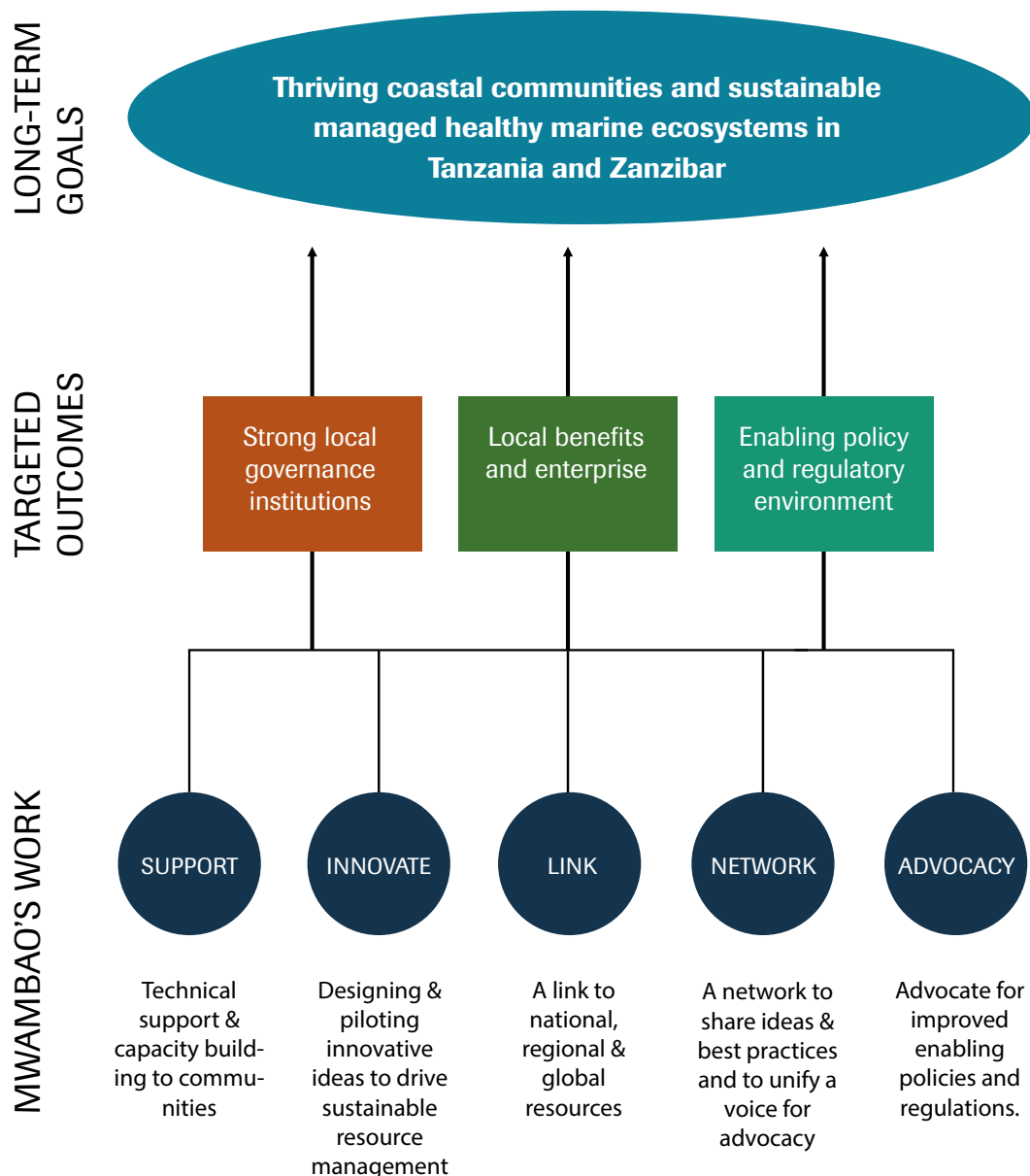
Values

All of Mwambao's work is grounded in its core values of equity, empowerment and stewardship.

- Equity: Fair opportunity for all members of coastal communities (men and women; young and old), and capacity to exercise rights to participate in resource access, use and benefit sharing.
- Empowerment: Communities are capacitated to make informed decisions about the management of their resources.
- Stewardship: Communities recognise the responsibility for stewarding their resources, and play an active role in doing so.

Theory of Change

Mwambao believes that strong and effective local institutions are key to the conservation of marine resources by communities. When local communities benefit from the sustainable use of their marine resources, and can develop and enforce their own rules and governance systems, they can manage these resources with a view to conserving them for the future. Influencing government to support policy and legislation that enables community fisheries management is also important. These are the building blocks that enable communities to establish locally-managed closures and reserves, or to co-manage Marine Protected Areas with government. These are the key to the recovery and conservation of marine resources, delivering Mwambao's long-term goal of healthy marine ecosystems and thriving coastal communities.



How We Work

Mwambao uses a range of approaches and works across varying levels in an effort to best support communities to improve the sustainable management of their coastal resources.

Working with communities

At the community level, we use participatory processes to help communities identify their needs, and then we provide support and innovative strategies to address them. This work includes building local governance capacity, developing marine management plans, implementing projects, such as octopus fisheries closures, and identifying opportunities to derive increased benefits from sustainable resource management.

Adding value through a network

A key strategy to support and enhance our community work is through the Mwambao network. The network provides a space to share ideas and experiences and to create a unified voice for influencing policy and decision-making. It also provides a forum for piloting new ideas and approaches.

Linking local to regional and global

Mwambao also plays an important bridging role, linking its communities to regional and global networks that open up a range of new opportunities, resources, and knowledge.

Role of the Network

Mwambao was founded on the idea of building a knowledge and advocacy network to bring together coastal communities and build capacity and resilience for the sustainable management of marine resources. Over the years its role has evolved into one more of an implementer and supporter on the ground, developing prototypes and strategies for improved community based marine management.

Over the next three years, Mwambao will strive to harmonize the work of the network as a key strategy for achieving its goals. The network enables Mwambao to keep close to its constituents, as a forum through which to strengthen institutions, improve livelihoods, and influence government and other stakeholders. In addition, the network provides access to a range of individuals that it can draw upon when it needs an insight, skill or connection.

The Mwambao network serves the following key purposes:

- 1. Knowledge sharing** – Creating awareness among coastal communities about marine resource conservation, providing opportunities for horizontal learning and maintaining a platform for dissemination of best practices and interventions.
- 2. Collective action** – Creating links between communities as a platform for acting together to address issues of collective interest, leading to a strengthened community voice that is empowered to take action.

Mwambao's network creates resilience, and empowers communities to manage their resources in a way that is locally appropriate and meaningful, leading to improved and sustainable livelihoods and ecosystems.

Criteria for Expansion

Over the next several years, as Mwambao seeks to expand its work, it will look for new communities to work with. As part of this, it will consider the following screening criteria to assess whether it will invest its time and resources in a site.

Ecological

- Is the site ecologically significant?
- Is the site part of, or connected to, an existing Marine Protected Area or Marine Management Area?

Community

- Does the community have high economic dependence on marine resources?
- Is there a high level of community willingness to engage with Mwambao?
- Does Mwambao have an existing contact in this community (in particular, is there an obvious or known leader)?
- Have previous projects in the area positively or negatively affected the community's willingness to partner with NGO's?
- Is there a risk that work may be halted due to political tensions?

Mwambao capacity and resources

- Does Mwambao have adequate staff capacity to deliver a high quality of work?
- Has sufficient budget been allocated to allow Mwambao to deliver the desired results?
- Is there a donor who has expressed an interest, or previously funded, this particular area?
- Does Mwambao have an existing relationship with government and local partners in this area?
- How geographically accessible is this area?



Geographic Focus³

The key focus of Mwambao’s work is in three distinct geographic areas – Pemba Island, Unguja Island and Northeast Tanzania. Mwambao has chosen to focus its work and investments in these three geographies, and each of these sites has been assessed in terms of the ecological, community and Mwambao capacity criteria as described above. The table below presents an analysis of the benefits and challenges of working in each area.

Map 1: Mwambao’s Geographic Focus



³ At present, Mwambao is involved in some activities in sites in the southern part of the Tanzanian mainland. During the course of this strategic plan (2018 – 2020), after completing its existing commitments and deliverables in these areas, Mwambao will not seek funding to pursue any further activities in these locations.

Pemba

Pemba Island has an area of 988 km² and is situated about 50 kilometres north of Unguja Island. The Pemba Channel (separating Pemba Island from the mainland) is regarded by the Convention on Biological Diversity as one of the world's Ecologically or Biologically Significant Marine Areas (EBSAs). Deep waters of up to 1,092 m surround Pemba on all sides, acting as important fish breeding areas, and reefs extend as deep as 64 m, providing a home for the deepest sea grass beds in the Eastern African Marine Eco-region. These deep and protected environments create a spectacular and diverse deep-water coral landscape, which has been considered for World Heritage listing. The 1,100 km of reefs around the island represent 50% of the coral reefs in Tanzania and the depth of these waters also means that the Pemba Channel has high marine diversity including pelagics, turtles, dolphins, dugongs and whales.⁴

ECOLOGICAL	
Opportunities <ul style="list-style-type: none"> Regional ecological significance. With a low level of existing tourism on Pemba Island (only 23 accommodation establishments on Pemba by 2012⁵), there is a high potential for local communities to benefit from ecotourism. 	Challenges <ul style="list-style-type: none"> Pemba is facing serious risks from increasing fishing pressures, human and climate change threats and a low government and local capacity to manage marine resources.
COMMUNITY	
Opportunities <ul style="list-style-type: none"> As the pilot area for Mwambao's octopus closure fisheries work, Mwambao has developed a good level of trust with the local communities where it works. The majority of people on Pemba suffer poverty poor, and are heavily dependent on their marine resources to support their livelihoods. 	Challenges <ul style="list-style-type: none"> High levels of political complexity and weak governance at both local and management institution levels. The political situation may challenge the delivery of projects especially during election periods.
MWAMBAO CAPACITY	
Opportunities <ul style="list-style-type: none"> Strong facilitation capabilities due to several years of work on Pemba. Through a strong partnership and the employment of a Pemba-based officer, Mwambao has good staff capacity to deliver projects on Pemba. 	Challenges <ul style="list-style-type: none"> Mwambao does not currently have an office on Pemba Island, and faces significant travel costs in traveling to this location.

⁴ 2016, Convention on Biological Diversity, "Ecologically or Biologically Significant Marine Areas (EBSAs) – Special Places in the World's Oceans".
⁵ Government of Zanzibar, Ministry of Livestock and Fisheries (2012) – "Marine And Coastal Environment Management Project (MACEMP) - Zanzibar Coastal And Marine Tourism Management Plan"

Unguja

At 1,666 km², Unguja is the largest of the three islands comprising the Zanzibar archipelago. It is ecologically important due to a number of existing marine conservation areas including the 470 km² Menai Bay, Zanzibar's largest marine protected area; and the Mnemba Island Marine Conservation Area.

ECOLOGICAL	
Opportunities <ul style="list-style-type: none"> • Ecological diversity and importance. 	Challenges <ul style="list-style-type: none"> • Intense pressure on marine resources from a high number of competing users, including local fishers, tourists and businesses.
COMMUNITY	
Opportunities <ul style="list-style-type: none"> • General willingness and motivation to work with Mwambao. 	Challenges <ul style="list-style-type: none"> • Less dependence on marine resources due to the existence of other livelihood options, thus may be less committed. • Large-scale infrastructural developments around Unguja Island may result in conflicts between communities and investors.
MWAMBAO CAPACITY	
Opportunities <ul style="list-style-type: none"> • Mwambao's office is located in Stone Town and Mwambao has an established presence here, thus carrying out work is logistically relatively easy. • Close partnerships with the Department of Fisheries in delivering all work on Unguja and Pemba. 	Challenges <ul style="list-style-type: none"> • The focus of DFD's activities is in Unguja, and thus there is an added need for coordination.

Mainland (North-East Tanzania)

Mwambao's work on the northeast coast of the mainland is concentrated between Moa and Mlingotini village just south of Bagamoyo. This portion of the mainland coast is a critical area primarily due to the Tanga Coelacanth Marine Park (TCMP), which covers an area of 552 km² and is home to the CITES-listed coelacanth, as well as other endangered species such as sea turtles and migratory water birds, as well as the ecologically important Tanga Marine Reserves, north of Tanga. The ecological integrity of marine resources on the north-east part of the mainland are currently under serious threat due to the proposed Tanga port project, which will include an oil pipeline from Uganda (proposed to pass through one of Mwambao's network villages), a storage facility and a jetty to offload oil. Consultation with local communities has been minimal, and Mwambao has not been able to access or input into the Environmental Impact Assessment. Additionally there is a major cement factory planned for the area.

ECOLOGICAL	
Opportunities <ul style="list-style-type: none"> Area of critical ecological significance due to Tanga Coelacanth Marine Park (TCMP) and Tanga Marine Reserves. 	Challenges <ul style="list-style-type: none"> Development threats from proposed Tanga port project, and minimal and ineffective engagement with local communities.
COMMUNITY	
Opportunities <ul style="list-style-type: none"> Strong legacy of conservation work in this region through a long history of NGO support during the 10-year Tanga Coastal Zone Conservation and Development Project (1994-2004). Communities have a long-standing knowledge of collaborative management practices, and have developed strong local institutions (Beach Management Units). 	Challenges <ul style="list-style-type: none"> Close proximity between northeast Tanzania and Pemba island (75 km) leading to people from this part of the mainland travelling to Pemba for fishing (and vice versa). Fishermen from the Tanga area bringing blast fishing practices to Pemba.
MWAMBAO CAPACITY	
Opportunities <ul style="list-style-type: none"> Board member with origins in northeast Tanzania supports the organisation in creating a strong human resource presence on the ground for delivering work. Mwambao's existing reach on the mainland is complemented by the existence of 7 long-term partner network villages. 	Challenges <ul style="list-style-type: none"> Mwambao currently only has a part-time staff member based on the mainland. Mwambao's biggest constraint with respect to working in the Tanga region is that it lacks many long-term relationships with individuals, NGOs and other partners located on the mainland. Mwambao has not yet developed a strong relationship and partnership with the government on Tanzania's mainland.

Goals, Strategies and Targets

Over the next three years, Mwambao's work will be oriented around three strategic goals that, together, will build the foundations of effective community-based marine management:

- Strengthen local governance institutions
- Increase benefits from sustainable use of marine resources
- Improve policy and legislation to support community management

1

Goal 1: Strengthen Local Governance Institutions

The legislation governing fisheries management in Zanzibar and Tanzania mainland creates a framework for collaborative management, through which the government shares natural resource conservation and management responsibilities with local resource users. Thus strengthening local governance institutions is key to being able to implement this legislative framework. Democratically elected, representative committees with revenue for their own management will lead the development of local resource plans, will be accountable to the communities that they serve, and will be able to plan for the sustainable management of resources and to enforce relevant legislation developed to prevent infringements.

Strategy 1.1: Strengthen local marine management institutions

Mwambao's key strategy with respect to strengthening local marine management institutions will be to systematically build the capacity of these institutions (SFCs on Unguja and Pemba and BMUs on the Tanzania mainland). Mwambao's approach will focus on increasing the number of SFCs engaged in marine management by using a participatory approach to training, learning and data analysis. In turn, these institutions will have a better understanding of their roles, rights and responsibilities and will be able to develop and enforce their own community by-laws. A key part of enforcement of by-laws is the prevention of illegal fishing practices, such as blast fishing and the use of unauthorised gear, and this will be a focus of Mwambao's work under this strategy.

2020 Targets

- **Pemba:** Improve the capacity of 6 SFCs.
- **Unguja:** Continue to build the governance capacity of 3 SFCs and extend to a further 3 SFCs.
- **Northeast Tanzania:** Monitor illegal fishing in 7 villages.
- **Northeast Tanzania:** Build capacity building of 2 BMUs, with a focus on monitoring control and surveillance and through collaboration with the SWIOfish project

Strategy 1.2: Expand area under collaborative management

Under the collaborative management framework, the government creates national policies regarding fisheries management and gives local institutions the power to create by-laws for managing their resources. Thus, strong and accountable governance institutions are a cornerstone of collaborative management. Expanding the area under collaborative management expands the community's ability to benefit from their resources, such as through increases in octopus catch weight, more abundant and larger reef fish, and increased participation in decision-making.

Under this strategy, Mwambao will focus on expanding the marine area actively managed by coastal communities by supporting local community fisheries bodies (SFCs) to develop the required governance structures and capacity to manage their resources. This will include building their capacity to create by-laws that allow them to locally manage their marine area responsibly by demarcating areas or seasons for fishery closures that will form part of an integrated local management plan. Additionally Mwambao will work to establish a collaborative management group of 6 SFCs in southern Pemba where fishing grounds are shared, to create a joint management area where patrol and monitoring activities can be shared. Mwambao will ensure that fishers have incentives to participate in co-management through piloting a rolling community credit fund in at least one compliant community in Pemba.

2020 Targets

- Pemba: Establish 1 new octopus closure location.
- Pemba: Increase fish catch in 3 sites.
- Pemba: Establish 1 collaborative management area incorporating 6 villages/ SFCs.
- Pemba: Pilot community conservation compliance fund in one village to provide incentives for effective local institutional management.
- Unguja: Establish 3 new octopus management sites.
- Unguja: Establish 2 village-level marine management plans
- Northeast Tanzania: Develop local marine management area, including octopus and lobster management.

Strategy 1.3: Strengthen capacity of government institutions

The long-term sustainability of any of Mwambao's initiatives depends on the ability of local communities and government to continue this work into the future. Capacity building of government institutions is a key priority, in particular that of the Zanzibar Department of Fisheries' Development Marine Conservation Unit (MCU), which manages marine protected areas, and the Pemba Channel Conservation Area (PECCA) authority. In order to build long-term sustainability, Mwambao will build the capacity of the DFD-Pemba staff through mentoring and training and will develop a strategic plan for PECCA with the Management Committee.

2020 Targets

- **Pemba:** Enhance co-management capacity of PECCA and MCU managers, and of 30 members of the PECCA executive committee.

2

- **Unguja:** Build capacity of DFD through dissemination of the Mwambao manual on establishing operating procedures for SFCs and training on how to integrate this into their work.
- **Northeast Tanzania:** Engage TCMP and SWIOfish staff and District Fisheries Officers in Tanga, Mkinga, Muheza and Pangani Districts to explore capacity building opportunities.

Goal 2: Increase benefits from sustainable use of marine resources

Ensuring that local people have increased income and access to benefits from marine products is key to incentivizing them to sustainably manage their resources.

Mwambao's focus under this goal will be to provide incentives for effective local institutional management, to improve value addition options for local communities, and to explore financing mechanisms to secure funds for operationalizing SFCs and network groups.

Strategy 2.1: Enhance and Pilot Value Addition Options

To support and promote sustainable coastal resource management, communities must receive benefits directly tied to their management activities. Mwambao will explore and pilot ways to add value to community-managed coastal resources, such as processing and packaging of octopus, fish and seaweed, as well as piloting community conservation loan funds linked to implementation of sustainable management measures.

2020 Targets

- In the near term, carry out an assessment project to explore value addition options and feasibilities. Identify 1 value addition opportunity to explore implementing across Mwambao's geographies.
- Trial community conservation loan funds in at least two communities
- Carry out participatory market system development for octopus with four Pemba communities

Strategy 2.2: Promote sustainable aquaculture farming methods

Sustainable aquaculture in the context of elevated demand for marine products includes exploring promotion of new production methods that improve efficiency and cost-effectiveness, and exploring new products that can be cultivated and marketed in a way that is not harmful to the marine environment. Under this strategy, Mwambao will work to identify suitable aquaculture methods that are appropriate and sustainable for promotion in its working areas.

2020 Targets:

- Identify 1-2 interventions to research and explore for potential piloting, e.g. sea cucumber farming; net-based seaweed growing.
- Collate existing knowledge and experience on identified interventions.
- Develop a proposal to pilot the intervention in 1 site by 2020.

3

Goal 3: Enabling policy and regulatory environment

Mwambao's success depends on government accepting and embracing the principles of collaborative management, because strong governance is critical for the development of functional marine protected areas (MPAs). Government needs to support local management responsibilities and capacity, and assist with enforcement of local rules and by-laws. Mwambao will thus engage in targeted advocacy in order to help shape enabling legislation and policies for effective community-based coastal resource management in Zanzibar and Tanzania mainland. Mwambao's focus under this strategy will be to influence the development of enabling policy and regulations, to enhance collaboration with government stakeholders, and to ensure that technical legislation is translated and interpreted such that it can be understood and used by local communities. Mwambao will mobilise its network of coastal communities to collectively analyse and highlight issues with existing legislation, and to identify key potential opportunities arising from improving these policies. Under this strategy, Mwambao will also call upon the collective voice of its network members to act together in ensuring the government is made aware of the community's perspective.

Strategy 3.1: Participate in review of fisheries legislation

Legislation and regulations pertaining to fisheries management on Zanzibar is currently unclear. The primary piece of legislation in Zanzibar is the Fisheries Act of 2010; however, the Regulations required to implement this act were drafted in 2014 and have not yet been finalized and incorporated into the law. The regulations specify that the local governance structure is the shehia fishermen committee (SFC), yet inadequate guidance is provided about how the committee should be selected and elected, as well as what representation requirements, procedures and stipulations about membership are in place. The enactment of the Fisheries Act and its supporting Marine Conservation Unit regulations serves as key enabling legislative policy for Mwambao's work, as this will provide clarity about the process by which local institutions (SFCs) are formally appointed and can develop by-laws. Once the Marine Conservation Unit regulations are passed, they will apply to all Marine Conservation Areas (MCAs), which will comprise approximately 75% of nearshore waters in Zanzibar.

Mwambao is providing inputs into new proposed regulations regarding the management of closures, which are currently narrowly defined and only include specific details about the management of the closure and not the entire suite of issues involved in preparing for, managing and enforcing a closure. These include procedures for establishing by-laws, guidance regarding liaison protocols and required steps for the official adoption of by-laws, and reflect procedures detailed in Mwambao's draft manual for guiding the establishment of standard operating procedures in Shehia Fishermen Committees.

On the mainland, different legislation is in place with respect to community involvement regarding marine conserved areas. The Shehia Fisher Committee (Zanzibar equivalent of the BMU) does not have the same authority nor rights as are enjoyed by the local marine management institutions on the mainland. A key focus for Mwambao during 2018-2020 will be to review and work with this legislation to more clearly understand its functioning and requirements, and to ensure SFCs are granted an appropriate level of autonomy.

2020 Targets

- **Pemba and Unguja:** Continue to pilot implementation (2018) and support finalisation of Standard Operating Procedure for SFCs in Zanzibar (2020).
- **Unguja:** Advocate for validation of Regulations for the Zanzibar Fisheries Act of 2010, including recommendations proposed by Mwambao to ensure community-based conservation interests are observed.
- **Northeast Tanzania:** Advocate for increased clarity regarding BMU legislation and review current guidelines for BMU functioning.

Strategy 3.2: Strengthen collaboration with government stakeholders

Mwambao will build on its already strong relationship with the Department of Fisheries and other key government stakeholders in order to increase its ability to influence the review and implementation of policy and legislation. In the first year of its strategy, Mwambao will focus on targeted relationship development with key decision makers. Mwambao will also continue to support communities in presenting data about their work to government authorities, which validates the importance of Mwambao's work in building the SFC's capacity to collect, store, analyse and present data. Mwambao will work to improve its communications to the Department of Fisheries, and to make itself more visible by initiating more frequent meetings to build trust, relationships and a conducive environment for working to collaboratively achieve goals.

2020 targets

- **Pemba:** Conduct regular update meetings about Mwambao projects with DFD Pemba, and PECCA MPA.
- **Unguja:** Conduct regular update meetings about Mwambao projects with DFD Unguja, SWIOfish personnel, Menai Bay MPA and Mnemba Island Marine Conservation Area.
- **Unguja:** Continue active engagement on SWIOFISH octopus working group.
- **Northeast Tanzania:** Conduct regular update meetings about Mwambao projects with DFD Tanzania, Tanga Coelacanth Marine Park and Tanga Marine Reserves.

Strategy 3.3: Increase accessibility of legislation

Fisheries management legislation is usually originally drafted in English, using complex and technical language. Even if these documents are translated into Swahili, the language tends to remain highly complex, and cannot be easily accessed or understood by a coastal population that is often largely illiterate. Under this strategy, Mwambao will focus on translating legislation into a more accessible and locally relevant style of language. Mwambao will also facilitate discussions with coastal communities in order to build understanding of their tenure rights, and will work to equip people to understand and exercise their basic rights.

2020 Targets

- **Pemba and Unguja:** Summarise and translate Zanzibar MCU regulations on co-management and management of closures and share with 2 MPAs.
- **Northeast Tanzania:** Review availability of BMU regulations in Kiswahili for BMUs

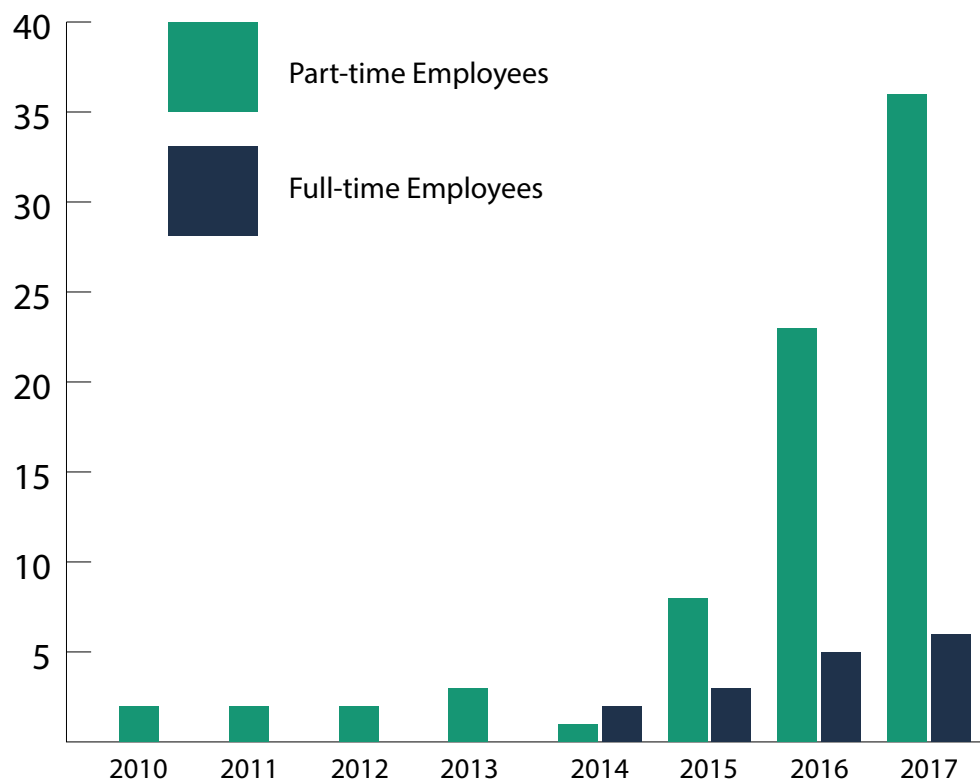
Growing our Organisation

To deliver its strategy, Mwambao needs to build its institutional capacity to sustain its growth and impact. This includes a particular focus on strengthening the organisation's internal administrative capacity, so that an increase in programmatic work is mirrored by an increase in internal capacity.

Building our Team – Human Resources

When Mwambao started operations in 2010, its staff was made up of the organisation's three founders, all of whom were working on a part-time, partially-funded basis. By 2014, Mwambao was able to employ two full-time staff members: the country coordinator and the executive director. By 2017, the organisation had significantly expanded its staff component to six full-time and 32 part-time staff.

Figure 1: 2010 – 2017 Growth in staffing levels



In order to capitalise on this expansion, Mwambao's key human resources goal is to acquire competent and knowledgeable staff to enable the delivery of an increased scale of program outputs, and an associated growth in administrative support.

Mwambao's original founders have a critical role in shaping the organisation's growth and impact over the next several years to ensure it has the right team in place to achieve progress. Mwambao has increased its human resource capacity significantly over the past 18 months, and will need to continue to increase organisational resilience by bringing more people on board, particularly in key areas where human resource gaps have been identified.

Key identified staffing needs are:

- **Finance and Administration Manager:** As Mwambao continues to grow and is responsible for delivering and reporting on larger program or project grants, hiring a Finance and Administrative Manager is a key priority so that the organisation can ensure compliance with donor requirements, and that donor money is carefully recorded, managed and optimized in delivering program results.
- **Communications, Monitoring & Evaluation and Fundraising staff:** A secondary priority is to recruit a full-time staff member to augment Mwambao's capacity to demonstrate the impact of its work through gathering robust monitoring data, and communicating this to relevant stakeholders, donors and partners. In turn, Mwambao needs to enhance its monitoring and evaluation (M&E) capacity so that the organisation can learn from its successes and challenges, and can draw upon data from a robust system to share impact more widely.
- **Additional field officers (Mainland and Zanzibar):** To successfully deliver its programs and expand its capacity to respond quickly to issues in the field, Mwambao is seeking to increase its programmatic staff and to recruit field officers in Tanzania Mainland and Unguja.

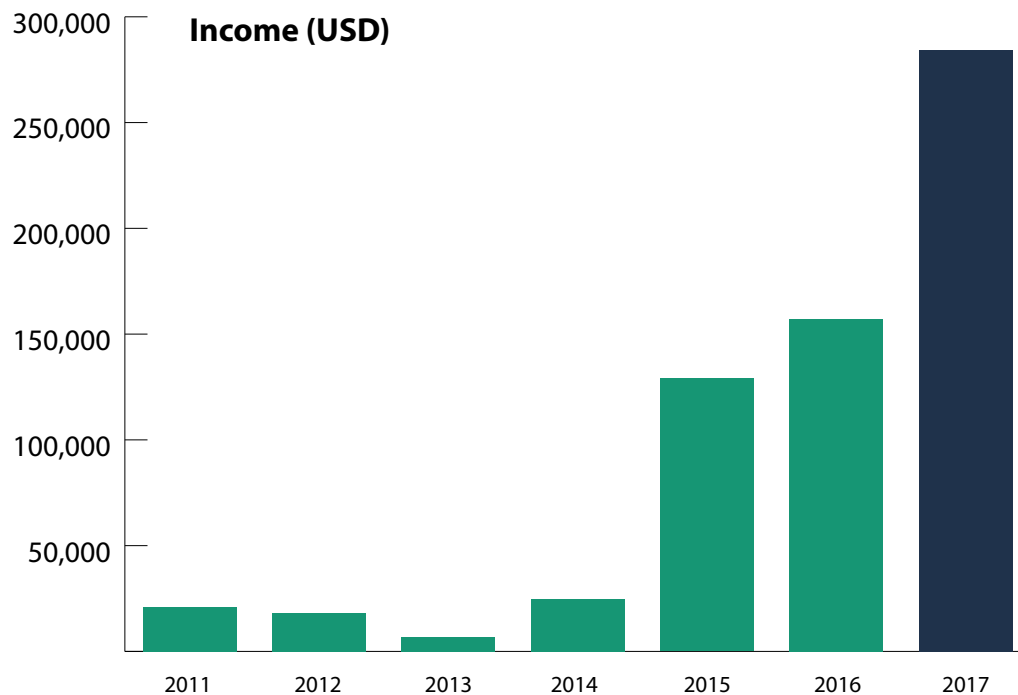
Mwambao will seek to deliver its human resource goal by:

- Working to develop an organisation-wide monitoring and evaluation system, which will allow it to more effectively communicate its impacts and successes to key donors and stakeholders;
- Purposefully networking and building strategic relationships with high value individuals, in the hope that these may lead to potential funding opportunities;
- Using existing contacts as platforms to increase Mwambao's exposure and access to opportunities; and
- Seeking to identify an individual in Mwambao's network who could work in a volunteer capacity to raise private unrestricted funding from individuals in Europe and North America.

Resourcing

After Mwambao first began operations in 2010 with a relatively small seed grant of US\$ 25,000, it existed as a small, modestly funded organisation for the first few years of its organisational life. Since developing key partnerships starting in late 2014, Mwambao has grown steadily, to US\$129,000 in 2015, US\$ 159,000 in 2016 and US\$284,320 in 2017.

Figure 2: 2011 – 2017 Mwambao Income Growth



As described above, Mwambao has identified a number of key human resources to recruit as strategic priorities. Beyond this, additional funding needs include:

- Funding for network activities;
- Expansion of value addition activities, including building on initial work with women fishers;
- Administrative needs, e.g. financial management training, office equipment and maintenance;
- Continuation of existing projects beyond the end of current project funding – e.g. octopus closures with Unguja communities, and Fundo Island Pemba.
- Expansion to sub-offices in Pemba and Tanga as Mwambao takes its works to scale.

Mwambao's key resourcing goal is to increase the amount of core and unrestricted funding in its budget, by enhancing its communications and funding networks and relationships.

Mwambao's ability to achieve impact and build up its internal human resource capacity is closely tied to its ability to mobilize adequate funding. At present, significant time is spent managing project grants, and in ensuring that the organisation delivers its work according to donor requirements. In order to truly focus on achieving impact over the next four years, Mwambao needs to build up its base of unrestricted and core funding.

Mwambao will seek to increase its ability to access unrestricted funding through focusing on:

- Delivering meaningful results and impact, in line with its strategic organisational goals;
- Fostering partnerships and collaborations which Mwambao may draw upon to source or attract funding; and
- Continuing to build its reputation and networks through communicating its impacts and achievements, and maintaining organisational integrity.

Additional means by which Mwambao will seek to diversify its revenue and to generate enough funding to achieve its organisational and operational goals including the following:

- Engaging in consultations with existing donors to extend short-term contracts (ranging from several months to one year) to multi-year funding, thereby freeing Mwambao up to focus on achieving long-term impacts rather than short-term annual outputs;
- Improving links to the tourism industry as a key potential source of funds through initially developing a relationship with one or two companies with a strong conservation and community development ethos;
- Re-assessing its existing approach to developing funding proposals, to ensure that core costs and overheads are adequately covered;
- Developing partnerships on the coast of northeast Tanzania with both communities and funders, in order to allow Mwambao to expand its work in this region; and
- Exploring earned income options, such as designing and formulating income-generating programs, such as eco-tourism.

Mwambao has already developed strong relationships with a set of strategic partners, who will play an important role in helping to mobilize funding. These partners will be key to Mwambao's funding strategy and expansion, through a multitude of avenues including providing direct funding, implementing joint projects, promoting Mwambao's work and connecting Mwambao to new opportunities and relationships. These key strategic partners include:

- UK Government (Darwin Initiative joint project with FFI)
- Fauna and Flora International (FFI)
- European Union Indian Ocean Commission/IOC- SmartFish and IOC-Biodiversity
- Blue Ventures
- Worldwide Fund for Nature (WWF)
- Plymouth Marine Laboratory and University of Exeter UK
- Islamic Institute for Ecology and Environmental Science (IFEES)

Strengthening our Governance

Mwambao's goal with respect to strengthening its governance is that its board, as its primary governance organ, will be comprised of supportive members that will lead the organisation in achieving the organisational objectives described in its strategic plan, and will provide strong links to fundraising opportunities.

Mwambao will strive to strengthen its governance support through the following steps:

- Reviewing the board's composition to consider whether key stakeholder groups are missing, such as tourism sector or others with clear links to fundraising;
- Carrying out an analysis of board members' skills to assess existing support to Mwambao in the areas of strategic insight, governance and compliance, and revenue generation; and
- Ensure all board members have a clear understanding of their role and responsibilities, as well as what Mwambao expects of its board.





MWAMBAO COASTAL
COMMUNITY NETWORK