



MWAMBAO COASTAL
COMMUNITY NETWORK

Strategic Plan

2023-2027



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Acronyms

BMU	Beach management unit	MBE	Ministry of Blue Economy
CFMA	Collaborative fisheries management area	MCS	Monitoring, Control, and Surveillance
CMG	Collaborative fisheries management groups	MKUBA	"Mfuko wa Kutunza Bahari"
DFOs	District Fisheries Officers	MPAs	Marine Protected Areas
DSFA	Deep Sea Fishing Authority	PMSD	Participatory market system development
DFNR	Department of Forestry	PECCA	Pemba Channel Conservation Area
DMC	Department of Marine Conservation	SMCs	Stakeholder management committees
EACOP	East African Crude Oil Project	SFCs	Shehia Fishers Committees
MCAs	Marine conservation areas	SOPs	Standard operation procedures
MCCC	Marine and Coastal Community Conservation	TCMP	Tanga Coelacanth Marine Park

Executive Summary

Mwambao Coastal Community Network came into being in 2010 with an ambitious team of two part-time employees, a loaned office, and a small grant of \$25,000. By 2022 we had built a team of 34 full-time employees and three well-established offices in Pemba, Tanga, and Unguja, alongside a healthy range of funding partners. Now, 2023 promises further growth and scope. We have become a reckoning force in the field of community-led marine conservation in Tanzania.



Our focus is implementing community-led co-management of marine resources. We start with building the governance capacity of the village-based marine institutions and extending their knowledge and confidence in making wise decisions about their resources. We then progress to implementing management measures in their fishing grounds. Where there is an octopus fishery, we use this as an effective way to build capacity and confidence in the benefits of wise management in a relatively short period of time. Typical temporary reef closures for octopus last three months, resulting in a bounty for the fishers and needed income for the managers that enables them to implement the closures. Successful temporary closures pave the way for more far-reaching measures, such as gear restrictions and establishing breeding areas with longer restrictions that allow for habitat recovery. Ultimately, we work with collaborative groups (CMGs) of villages to support each other in joint management and shared monitoring, control, and surveillance; this approach is efficient and effective in establishing a collaborative management of fishing grounds (CMFGs) shared by many users.

Our mantra is
“Ocean health
is community
wealth.”

Coastal people are at the heart of our approach, and we are guided by the Food and Agriculture Organisation (FAO) of the United Nation’s Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the Context of Food Security and Poverty Eradication (VGSSF). We recognise that building trust is paramount, and communities need continuity of approach; some communities progress faster than others, and individual needs vary with location. A short-term “project based” approach does not often fit the bill. Therefore, Mwambao needs a long-term plan and flexible approach to be effective, enabling support to be delivered where and when it’s required.

With our growth, we must strive to maintain our focus, goals, and values while addressing the growing pressures on fisheries and coastal ecosystems. We need systems and a well-versed team experienced in community-led co-management to deliver a quality product. This strategic plan intends to build on our strengths and address gaps so that by 2027 we will be even more effective in delivering our work.

Over the upcoming period, our geographic area of focus will continue to be the islands of Zanzibar and the northern mainland coast of Tanga. Organisationally, we will diversify our funding base, improve our capacity through team training, and improve our systems (finance, administration, communications, and monitoring and evaluation). We will continue to work closely with government authorities so that our co-management approach is harmonised and effective in conserving ocean health and safeguarding livelihoods.

Introduction

Since our humble beginning in 2010, we have developed and positioned ourselves as a go-to local marine conservation organisation in Tanzania promoting community-based approaches. We are experiencing accelerated growth in funding, a diversifying scope of activities, and an expanding team.

Value Proposition

- ▶ We are specialists in a community-led co-management approach to promoting sustainable management of marine and coastal resources. This approach is essential for effective marine conservation and to support livelihood needs in Zanzibar and mainland Tanzania.
- ▶ We are innovators who are always willing to seek and test new approaches to address the many challenges coastal communities face in managing the marine resources on which they depend.
- ▶ Our respect for local cultures and traditional knowledge along with our access to scientific best practices enables us to shape and share workable solutions with the communities we support. This approach empowers local decision-making.



This strategic plan is designed to build on past achievements and enable Mwambao to manage growth intentionally.

What do we mean by “community-led co-management”?

Marine co-management refers to shared power and responsibility over the management of marine and coastal resources.

Mwambao champions a community-led co-management approach, which is the opposite of a 100% state-level approach and recognizes traditions and local-level management systems and responsibilities. It stresses the participation of local resource users. This way, local resource users are not just passive recipients of instructions from the central government, but they are active participants in decision-making, implementation, and enforcement. One example of local management measures is the implementation of a reef closure for octopus. Having decided on the appropriate area to close and having obtained consent from the relevant authority, a fisher committee (Beach Management Unit or Shehia Fisher Committee) will then manage the closure, deciding on the bylaws and enforcing them through local patrols. They will determine the opening protocol, who will have access, and how any revenue will be shared.



Values



We keep promises.

We do not overpromise. We make clear promises and keep them. We hold others accountable and encourage stakeholders to hold us accountable. As a local Tanzanian organisation, we cultivate trusted long-term relationships.



We are change pioneers.

We actively search for and pilot socially acceptable and environmentally appropriate innovations and approaches to promote community-led co-management of marine resources.



We promote equity and equality.

We take a human-rights-based approach that is inclusive of both men and women, young and old, and that emphasises the needs of vulnerable and marginalised groups. We strive for a fair opportunity for all members of coastal communities to exercise rights in resource access, use, and benefit sharing.



We empower local communities.

We empower local-level institutions and their members to have appropriate representation and to make informed and wise decisions about the management of their resources.



Mwambao's History and Track Record

2016

- ▶ Mwambao facilitated the creation of Zanzibar's first village-level marine management plan in Kukuu village. Mwambao also entered a strategic partnership with Blue Ventures, through which the sustainable octopus-management work was extended to three new sites on Unguja.
- ▶ Mwambao became the founding member of a consortium documenting, tracking, and addressing blast fishing along the entire coast of mainland Tanzania.

2017

- ▶ Mwambao and FFI's joint application to the Darwin Initiative was successful, securing funding for a four-year period and allowing Mwambao to embark on its most significant project to date. This funding enabled 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) with a focus on building the capacity of Shehia Fishers Committees (SFCs) to co-manage initiatives.
- ▶ Mwambao received funding from the Indian Ocean Commission's Biodiversity Fund to expand its Pemba reef closures for octopus work to Fundo Island.
- ▶ Mwambao started working with the Department of Fisheries to draft standard operating procedures for SFCs, marking the first time the organisation was actively involved in policy formulation.

2018

- ▶ Mwambao started a partnership with the Dorobo Fund to support BMU's capacity for management in Ushongo village, Pangani District.
- ▶ In partnership with GreenFi Systems and FFI, Mwambao introduced the first conservation eco-credit fund project (MKUBA) in Kukuu, Pemba.
- ▶ Mwambao established the Pemba field office in Mkoani.

2019

- ▶ Blue Ventures extended its support to Mwambao (via a two-year grant) to expand work to more villages in Unguja and three villages/BMUs north of Tanga.
- ▶ FFI, through its Arcadia Fund, continued supporting Mwambao's work in Pemba, enabling the formation of the first collaborative management group of Shehias in Zanzibar (South Pemba).
- ▶ Mwambao started a partnership with WildAid to document marine enforcement systems in the PECCA Marine Protected Area, resulting in the creation of a community-based enforcement action plan in collaboration with the Department of Fisheries.
- ▶ Mwambao partnered with Coastal Oceans Research and Development in the Indian Ocean (CORDIO) to extend work in Pemba to implement community-led in-water biodiversity monitoring and fisheries gear trials.
- ▶ World Bank (WB)/SWIOFish Project contracted Mwambao and MRAG Consultants to conduct community consultations to develop four priority fisheries management plans in Zanzibar and mainland Tanzania.
- ▶ Mwambao established a field office in Tanga.

2020

- ▶ In collaboration with the Ministry of Blue Economy and Fisheries, Zanzibar, and WildAid, two patrol boats and equipment were donated to two collaborative management groups in Pemba.
- ▶ Changes in legislation lead to the re-registration of Mwambao in mainland Tanzania as an NGO and the creation of Marine and Coastal Community Conservation (MCCC) Ltd. in Zanzibar.
- ▶ Mwambao received funding from the European Union to initiate the four-year Ecofish project targeting 12 villages in Pangani, Pemba, and Unguja. Mwambao is one of 12 Ecofish projects in sub-Saharan Africa.
- ▶ In partnership with Rustic Pathways and Fish Eagle Point, Mwambao supported communities in constructing and deploying reef balls in Boma Subutuni in Tanga.
- ▶ Three of Mwambao's senior staff enrolled in the two-year African Marine Leadership Program, led by Maliasili and Blue Ventures.
- ▶ Mwambao partnered with The Nature Conservancy in Pangani District to work on prawn management on the Pangani River and BMU capacity building.

2021

- ▶ Mwambao received funding from ICCA and Oak Foundation to expand the Mwambao community network and extend SFCs' capacity building in Tumbatu Marine Conservation Area in Unguja.
- ▶ FAO provided funding for introducing and raising awareness of the voluntary guidelines for small-scale fisheries to all stakeholders in Zanzibar.
- ▶ Mwambao partnered with US Forest Service to initiate a mangrove restoration program and build geographic information system (GIS) capacities.

2022

- ▶ Mwambao's board approved changes in leadership for the CEO and CTA.
- ▶ Mwambao started the process of pioneering the establishment of the first community-level sea cucumber hatchery in Zanzibar.

Context

Mwambao operates within a context and landscape that is constantly changing. We must keep track of the changing context and adapt our strategy accordingly.

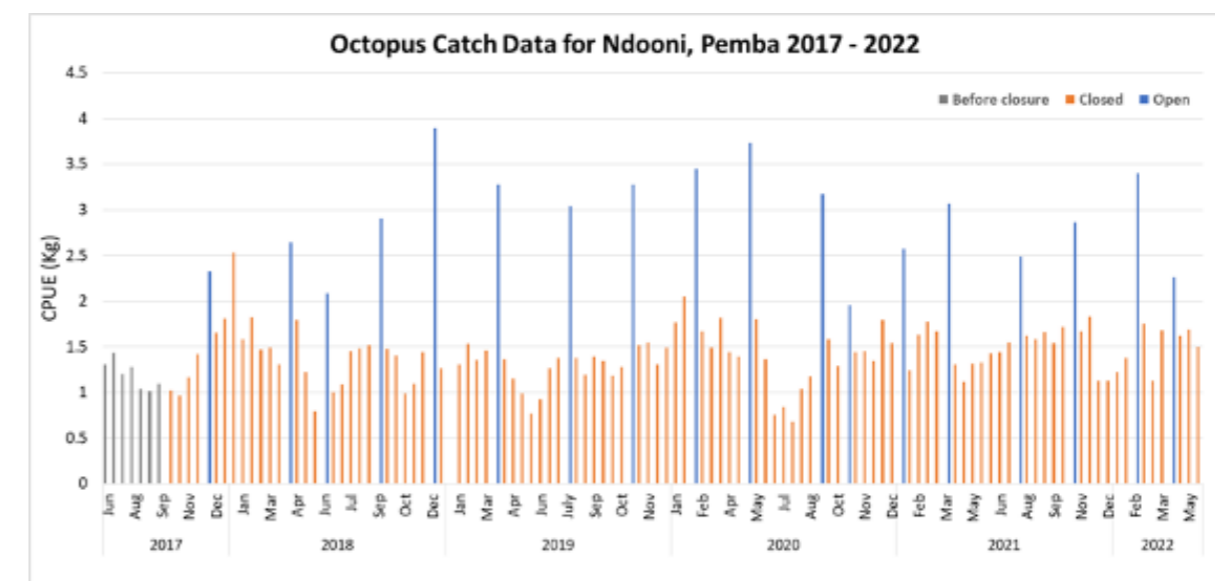
Strengths & Achievements

➤ Promoting co-management of fisheries

Our work has always been focused on championing community-led co-management, along with promoting changes in legislation where we have found it lacking. We have supported the introduction of community-led collaborative management approaches in Zanzibar, particularly promoting the collaboration of nearby villages in marine management (collaborative management groups).

The “reef closure for octopus” approach we have promoted in Zanzibar builds on traditional methods of closure of the octopus fishery in parts of Unguja. In a relatively short period of time, it is possible for a community to prepare and implement a three-month closure for a small portion of their fishing ground, thereby building their confidence and demonstrating their capacity for management. This has helped showcase the positive gains when delegating communities with the power to manage their resources.

The graph below shows changes in CPUE (catch per unit effort; i.e., per fishing trip) for the village Ndooni, Pemba. The selected area is closed to all fishing for three months and then opened for one spring tide period before being closed again. Catch is monitored throughout at designated landing sites.



➤ Facilitating knowledge-sharing networks

As our name suggests, we established our organisation with the aim of connecting Tanzania's coastal communities, sharing good practices, and supporting them in working together. We have supported resource management groups, including BMUs and SFCs, to meet, share, and learn best practices regularly and to influence others to adopt similar solutions strategically in their localities.

Our established network and peer-to-peer learning is the foundation of the organisation. It has generated multiple learnings and focuses on providing input to developing future programs.

➤ Supporting communities to derive economic benefits from marine resources

We support communities to derive economic benefits from sustainably managing marine resources. As a go-to organisation for co-management initiatives, we have supported the establishment of pilot reef-closure programs for octopus, whose success has led to increased community. We also helped pilot a savings-and-credit scheme with conservation requirements. Eco-credit funds such as MKUBA are a successful way to help communities generate their income through non-fisheries-related activities. Simultaneously, the component of eco-compliance within MKUBA ensures the adoption of environmentally friendly practices and promotes conservation. The funds are especially beneficial to women, for whom loans are often unavailable or incredibly difficult to access.

➤ Establishing a highly skilled, experienced, and cohesive team

Most of our team is composed of individuals from Tanzanian coastal communities who are intimately connected to the places where we work. We share diverse backgrounds, skills, and experiences. Our founders' years of experience are invaluable. The team is passionate, transparent, committed, and, more importantly, resilient, and persistent-all essential qualities when navigating a challenging working environment.

➤ Leaders in community-based conservation in the marine sector

We have established ourselves as a leader in community-based marine conservation in the region, setting the standard for how work of this nature should be developed and implemented. The network allows the organisation to convene different stakeholders, including communities and partner organisations (outside the existing network), and train other practitioners in new methods and tools.

Challenges & Weaknesses

➤ Over-relying on leadership.

We have strongly relied on our leaders and co-founders, who, in 2022, decided to step down from their leadership roles and pass on the baton to new incumbents. We will continue to tap into their wealth of experience and institutional knowledge as they continue to contribute in different capacities. Finding their replacements has not been straightforward. We know we need good and timely succession plans to help successfully manage leadership transitions.

➤ Managing growth

We are attracting more investments, taking on more projects, and expanding our team. We must professionally manage this growth and build stronger internal systems to maintain the same rigor and quality in our work.

➤ Internal systems, policies, and procedures

Given the rapid growth we are experiencing, we need to tighten our management systems, including performance review, communications, and monitoring and evaluation. We need to make sure that our organisational structure, staff job descriptions, and compensation schemes match the current organisation profile.

Strategic planning for a stronger organization

This strategic plan will allow us to address the identified organizational challenges for improved efficiency and effectiveness. It will also help us manage growth and succession planning. In the final pages of this strategic plan, we provide more detail on our growth plans and our organizational investment approach for resourcing this strategy.

Threats

➤ Non-collaborative big NGOs

Funding for marine conservation and programmatic agendas is still largely controlled by large international organisations. At the same time, the renewed interest in marine conservation and the blue economy means more organisations are choosing to operate in Mwambao's working areas (e.g., Pangani and Pemba Channel). These organisations often see local partners like us as implementing vehicles, not as strategic agenda-setters.

➤ Population growth and increased pressure on marine resources

Zanzibar's population is expected to reach two million by 2030, with a growth rate of 30%. At the same time, tourism, the blue economy drive, and demand from mainland Tanzania and overseas exporters for marine produce is likely to grow. All this will increase consumption and add to the pressure on fisheries resources.

➤ Climate change

The impacts of climate change on fish populations and marine ecosystems and the increased vulnerability of coastal communities to extreme weather patterns continue to be significant threats to coastal communities. Climate change risks the sustainability of communities' activities and the marine resources they so strongly depend on.

➤ Complex political landscape

Political will and investment in fisheries are highly unstable in Tanzania and are often influenced by national priorities rather than local sustainability. This has impacted the design and implementation of policies, leaving communities largely excluded from decision-making processes and creating an increasingly complex environment for Mwambao to navigate.



Strategic Framework

The Problem We Aim to Address

About eight million Tanzanians live in coastal regions, and their livelihoods depend on the ocean. Therefore, the well-being of the marine environment is of utmost importance to their survival and plays a significant role in contributing to the nation's economy.

Increased demand - from a growing human population, urbanization, and tourism - fuels unsustainable practices and pressures on marine resources. In turn, dwindling resources leads to poverty and climate vulnerability. At the core of this problem is the low capacity of local institutions, which lack incentives and sufficient skills, to manage and control marine resource access.

To improve the management of marine resources, the government has adopted a co-management model through relevant legislation. The model seeks to transfer some of the management responsibilities of marine resources to local communities. Under this arrangement, local communities are recognised for managing fisheries and marine resources. However, there is still room for improvement: the policy environment is often not sufficiently supportive and lacks clarity; the delegation of decision-making power to local people could be improved and legitimised; and the consideration of gender equity is often limited. At the same time, communities lack the resources, incentives, and skills to assume the roles and responsibilities bestowed upon them. Meaningful participation of local communities as managers of marine and coastal resources is essential to foster responsibility and avoid the depletion of resources.



Vision

Healthy Tanzanian coastal and marine ecosystems, where communities are recognised as capable and effective resource managers with equitable benefits from their resources.



Mission

To facilitate coastal communities in Tanzania to maintain healthy marine ecosystems and practice diversified livelihoods through actively and responsibly participating in the sustainable co-management of their marine resources.



Where We Work

Our geographic focus is Zanzibar’s Pemba and Unguja Islands. We also focus on the northern coast of mainland Tanzania the Tanga region, namely Tanga City, Pangani District, and Mkinga District.

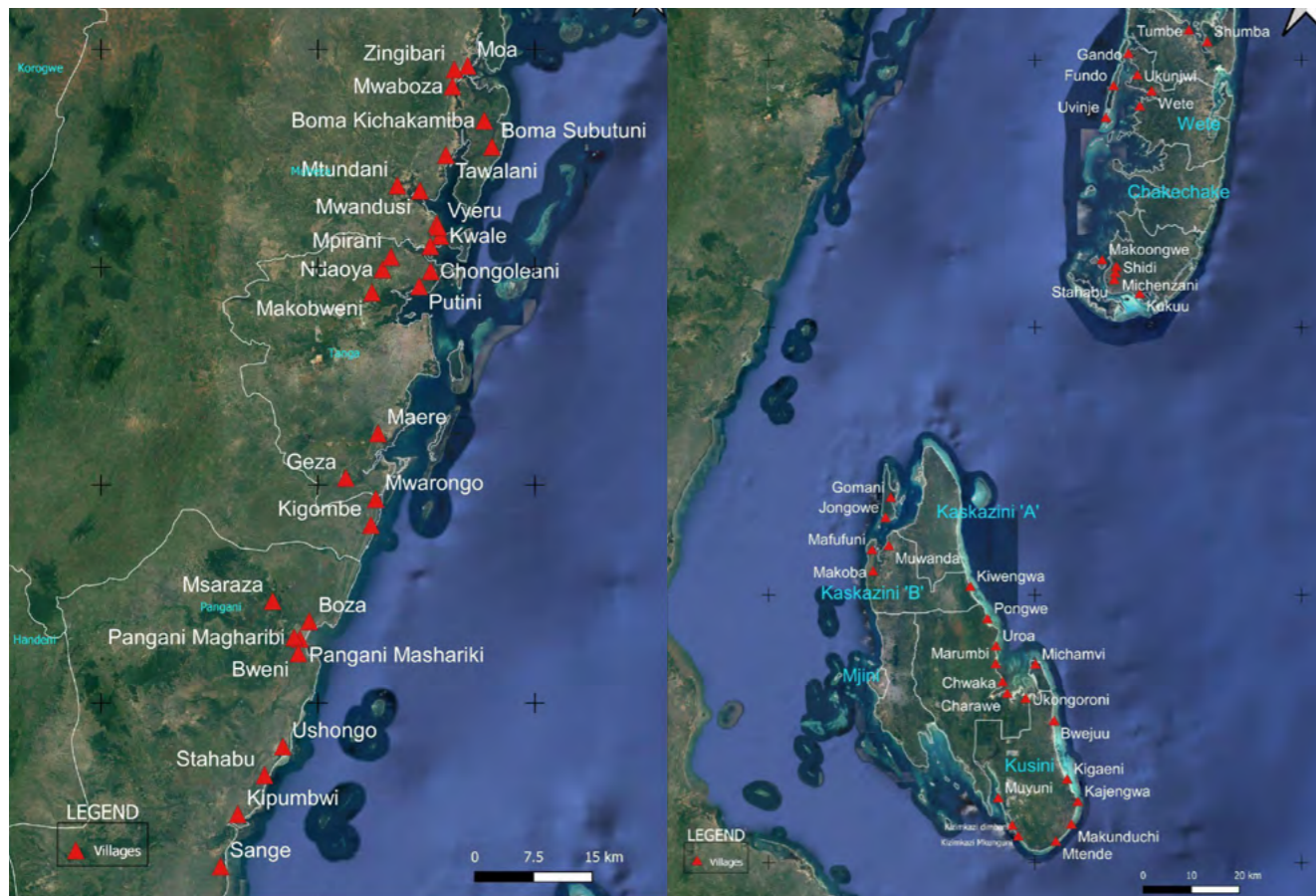


Figure 1: Mwambao-supported BMU/villages in Tanga and Mkinga regions of mainland Tanzania

Figure 2: Shehia Fisher Committees supported by Mwambao in Zanzibar

Mwambao works in these regions for strategic purposes, including social and ecological factors. We want to avoid spreading ourselves too thin and to maintain focus and quality in select geographic areas. By virtue of its linear nature, the coasts present logistical challenges in the use of resources and human power.

Marine resources do not respect political boundaries. For fishers, the ocean links coastal families and livelihoods between the islands and the mainland. For this reason, and recognizing those linkages, Mwambao focuses on the Zanzibar-Tanga seascape to build coastal social and ecological resilience.

Mwambao is uniquely positioned to work in both Zanzibar and mainland Tanzania. We provide a bridge between Zanzibar and mainland fisheries’ policies and practices. We also provide learning and exchange opportunities.

Unguja

At 1,666 square kilometers, Unguja is the largest of the three islands that make up the Zanzibar archipelago. It is ecologically important due to several existing marine conservation areas, including the 470-square-kilometer Menai Bay, Zanzibar’s largest marine protected area, and the Mnemba Island Marine Conservation Area.

We work with local marine management institutions in two regions in Unguja, the North and South regions, where we support communities in four of the five marine conservation areas in Unguja; the fifth one is town-based. Development pressure from growing tourism demands results in conflicting uses of the marine environment. High and growing populations and urbanization exert pressure on marine resources on the island.

Pemba

This island has an area of 988 square kilometers and is about 50 kilometers north of Unguja. The Convention on Biological Diversity regards the Pemba Channel (separating Pemba Island from the mainland) as one of the world’s Ecologically or Biologically Significant Marine Areas. Deep waters of up to 1,092 meters surround Pemba, acting as important fish-breeding areas; and reefs extend as deep as 64 meters, providing a home for the deepest seagrass beds in the Eastern African Marine Ecoregion. These deep and protected environments, currently being considered for a UNESCO World Heritage Site listing, create a spectacular and diverse deep-water coral landscape. The 1,100 kilometers of reefs around the island represent 50% of the coral reefs in Tanzania. The depth of these waters also means that the Pemba Channel has high marine diversity, including pelagics, turtles, dolphins, dugongs, and whales.

Developments in oil and gas make the island a priority in building resilient coastal communities and ecosystems. There are limited opportunities for diversifying livelihoods. The illegal and unregulated fishery is still a challenge.

Mainland coast (north of Dar es Salaam)

This portion of the mainland coast is a critical area, primarily due to the Tanga Coelacanth Marine Park, which covers 552 square kilometers and is home to the CITES-listed deepwater fish coelacanth, as well as other endangered species such as sea turtles and migratory waterbirds. The area also incorporates the ecologically important Tanga Marine Reserves, north of Tanga.

After concluding prior projects, Mwambao is now addressing gap in community-based marine conservation in this area. Development projects such as the East African Crude Oil Pipeline make it a priority for Mwambao to support coastal communities in the region. Habitat (coral reefs, mangrove) degradation and uncoordinated BMUs’ efforts further justify working in this region. The area has also been a hub of destructive fishing, characterised by using dynamite.

Our Theory of Change: How We Believe We Can Make a Difference

Mwambao is working toward a future in which marine and coastal ecosystems in Tanzania are managed sustainably.

Recognizing communities' dependence on coastal resources for their livelihoods, Mwambao believes that this future is achievable only if communities have resource access rights and management responsibilities. Access infers the ability to derive benefits.¹ Therefore, Mwambao focuses on the means and processes that enable communities to benefit from their marine resources as recognised and credible local resource managers. Legal, and consequently, formal-recognition by the state of local communities as managers is a key component of the robustness of community-based marine resources management and recognition by non-state actors. When communities are recognised (in the sense of acknowledgement) by state and non-state actors, they are chosen and supported to actively participate in managing marine resources. They also receive sufficient discretionary power to be adaptable in decision-making regarding the management of and benefits from marine resources in response to local needs and contexts.

Central to Mwambao's work is strengthening Shehia Fisher Committees (SFCs) and Beach Management Units (BMUs) to manage fisheries and improve local marine governance effectively and efficiently. We believe the creation of responsible, community-based marine resource management can be achieved through the following:

- ▶ **Strong local institutions that are representative of and accountable to their constituents.** Improved local governance is crucial for communities to trust local institutions and support the sustainable management of marine resources.
- ▶ **Strong management capacity at local levels combining scientific and traditional knowledge for better interventions.** Effective management of nearshore fisheries will depend on the management capacity of local institutions.
- ▶ **Ability of local communities to sustainably derive benefits from marine resources.** Diversified marine value chains and other income-generating activities will increase income flows to households and the local economy.
- ▶ **Supportive policies and legal and business environment for inclusive marine conservation.** This is important to create an enabling environment for marine conservation.
- ▶ **Improved stakeholder coordination.** We believe public and private stakeholders will collectively align their interests and priorities to deliver integrated coastal resource management.

We further believe that a well-resourced and optimised Mwambao is essential to catalyse all these changes and to help realise the vision.

¹ Peluso & Ribot. 2003. A Theory of Access. *Rural Sociology* 68(2): 153-181.

Improved marine and coastal resource governance at the local level

Improved coastal and marine resource management by local institutions

Promote improved local livelihoods through sustainable enterprises

Supportive legislation and policy

Community networks established that promote knowledge sharing, advocacy, and inclusion of diverse stakeholder groups

Coastal communities in Tanzania maintain healthy marine ecosystems and practice diversified livelihoods through actively and responsibly participating in the sustainable co-management of their marine resources.

VISION
Healthy Tanzanian coastal and marine ecosystems, where communities are recognized as capable and effective resource managers with equitable benefits from their resources

Ocean Health Is Community Wealth

Goals, Objectives, Targets: **How Will We Succeed?**



Improved marine and coastal resource governance at the local level.



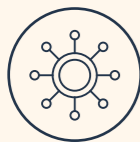
Improved coastal and marine resource management by local institutions.



Promote improved local livelihoods through sustainable enterprises.



Supportive legislation and policy.



Community networks established that promote knowledge sharing, advocacy, and inclusion of diverse stakeholder groups.



Goal 1:

Improved marine and coastal resource governance at the local level.

- **Objective 1:** Capacitate local institutions (SFCs, BMUs, CFMAs, networks, CMGs) to enhance good resource governance.

Good and informed governance is the root of all management actions accepted by the wider fisher community. It is essential for fair and representative decision-making. It is important to ensure that individual institutions (SFCs, BMUs) and Collaborative Management Groups (CMGs), Collaborative Fisheries Management Area (CFMAs) are composed of fairly elected resource-user representatives, are informed, have a clear idea of their roles and responsibilities, are proactive in management, and keep their stakeholders informed and consulted.

Target 1: **By 2024**, 10 new SFCs and 10 BMUs are trained and mentored in good governance procedures.

Target 2: **By 2024**, 10 BMUs in Tanga are collecting revenue and using it transparently for management.

Target 3: **By 2024**, three new and four existing CMGs in Zanzibar and three CFMAs in Tanga are trained in good governance procedures.

Target 4: **By 2024**, two new CMGs in Zanzibar and two CFMAs in Tanga are using available funds transparently for management purposes.

- **Objective 2:** Promote the active involvement of communities in MPAs/MCAs management.

It is equally important for management plans to recognise and incorporate the role of communities in the management of MPAs (i.e. communities) as key partners, not as accessories. We will help to formalise the role of SFCs and ensure that communities have a seat at the table. Ultimately, we want to ensure that well-managed community fishing grounds form the basic components of marine protected areas. We want to ensure that local management decisions are respected and supported by authorities and that local communities are consulted on all decisions that will affect their livelihoods or management plans.

Target 1: **By 2024**, five MCA/MPAs and three government officers (DF) managers attend three community-management planning workshops (four in Zanzibar, one in mainland Tanzania/Tanga).

Target 2: **By 2024**, 5 MCAs, 1 MPA manager, and 12 rangers (2 from each group) are trained in co-management and small-scale fisheries guidelines.

Target 3: **By 2024**, standard operating procedures for SFCs are officially approved.

Target 4: **By 2024**, SFC chairs participate in two stakeholder management committee meetings for each MCA.

▶ **Objective 3: Improved recognition of the role of communities in marine resource management at a district level.**

We will ensure that district authorities (mainland: Mkinga, Pangani, Muheza, and Tanga; and eight districts in Zanzibar) consult BMUs/SFCs on local developments and that district staff support and participate in community management, including patrol. We will ensure that DFOs provide prompt follow-up for community actions.

Target 1: **By 2024**, 4 senior officers in 4 districts in mainland Tanzania and 10 senior officers in 10 districts in Zanzibar (Unguja and Pemba) are aware of co-management and small-scale fisheries guidelines.

Target 2: **By 2024**, 4 DFOs in mainland Tanzania and 10 DFOs in Zanzibar are facilitated to support BMUs and SFCs.

Target 3: **By 2024**, a Pangani District revenue collection system is operational in four BMUs, and its performance is monitored.

Target 4: **By 2024**, BMU revenue collection guidelines are approved in mainland Tanzania.

▶ **Objective 4: Promote evidence-based decision-making and learning at the community level**

It is critical that local marine institutions analyze their performance regularly so that necessary improvements can be made both in systems and knowledge. In this way, their effectiveness and accountability will improve and generate more respect and collaboration with the community.

Target 1: **By 2023**, governance and performance self-assessment is carried out annually in all SFCs, BMUs, CMGs, and CFMAs where Mwambao is active.

Target 2: **By 2024**, participatory impact assessments are done in seven CMGs and five CFMAs.

Target 3: **By 2024**, monthly monitoring visits are conducted in 39 SFCs and 28 BMUs.

Target 4: **Target 4:** By 2023, a dashboard for 39 SFCs and 28 BMUs membership and training events is operational.





Goal 2:

Improved coastal and marine resource management by local institutions.



► Objective 1: Enhanced the capacity of local marine institutions to implement and monitor sustainable marine resource management practices.

Communities need to understand the extent of their resources and the impact of unsustainable management on them and effectively implement plans for positive biodiversity and livelihood outcomes. This requires adaptive planning and effective monitoring, control, and surveillance.

Target 1: **By 2024**, 10 resource management plans are established in Zanzibar, and 15 in mainland Tanzania are reviewed.

Target 2: **By 2024**, 10 SFC annual work plans are established in Zanzibar, and 15 in mainland Tanzania at the BMU level.

Target 3: **By 2024**, training on monitoring, control, and surveillance for seven CMGs in Zanzibar and five CFMAs in mainland Tanzania has taken place, and joint collaborative patrol is taking place on a regular basis.

► Objective 2: Promote evidence-based decision-making and learning at the community level for sustainable management measures to be in place for each priority fishery.

It is important that scientifically based and proven management practices are understood for priority fisheries, that correct and informed decisions are made regarding implementation, and that there's assurance communities are actively engage in and implementing sustainable management practices for priority fisheries. We want to ensure that regular monitoring takes place and that any change noted is used to adapt management implementation. We will work to ensure that where catch data is collected, participatory analysis of data takes place yearly, and results are used for management decision-making.

Target 1: **By 2024**, 20 new reef closures (long-term and temporary) are established (making a total of 36: 20 in Zanzibar and 16 in mainland Tanzania).

Target 2: **By 2024**, five new gear-restricted management areas are established (making a total of six: three in Zanzibar and three in mainland Tanzania).

Target 3: **By 2024**, in-water and catch monitoring is implemented for all established reef closures.

Target 4: **Target 4.** By 2024, the results of all monitoring are analysed at a community level and presented to the relevant authorities.

► Objective 3: Facilitate the restoration of degraded marine and coastal ecosystems.

Ecosystem health has consistently declined over the last 50 years; in many cases, passive restoration is impossible or would take too long. Therefore, active restoration is required, together with ongoing management. Having in place active restoration measures such as long-term closures supplemented by artificial reef structures, as well as active mangrove restoration in areas that have been degraded, is the intended result. All restoration will be guided by up-to-date manuals informed by science.

Target 1: **By 2023**, develop reef restoration plans for 10 communities as part of wider management plans.

Target 2: **By 2024**, 10 communities are implementing reef restoration plans, including introducing artificial reef structures.

Target 3: **By 2023**, develop mangrove restoration plans for 10 communities.

Target 4: **By 2024**, 10 communities are implementing mangrove restoration plans, including replanting where indicated.

Target 5: **By 2024**, a monitoring plan for all restored areas (mangroves and reefs) is implemented.



It follows that closing a sizable area of reef from fishing for a period of three months increases not only the catch volume / landing but also the average size of octopus (the day octopus doubles its weight in just six weeks).

Reef closures for octopus

Coral reefs and reef flats are prime habitat for the day octopus (*Octopus cyanea*), a fast-growing species.

Reef closure is an excellent entry point to community-led co-management. Communities managing local fisheries agree to close a whole or a portion of a fishing area for an agreed period. Mwambao supports communities in setting up a reef closure. Generally, the process involves the following steps:

1. Scoping
2. Consulting stakeholders
3. Raising awareness in neighboring communities
4. Training the committee in the theory and practice of temporary closures
5. Selecting the site
6. Establishing catch monitoring
7. Demarcating the site using locally made buoys.
8. Formulating, approving, and enforcing bylaws
9. Planning and implementing patrols
10. Agreeing to opening protocols
11. Analyzing and sharing results

When reefs are reopened, the community agrees on who will fish and how income will be distributed between the fishers, the local institution managing the fishery, and the village government.



Goal 3:

Promote improved local livelihoods through sustainable enterprises.

Community-based marine resources management transfers responsibility to coastal communities. With the management responsibility, communities must be able to benefit from the sustainable utilization of marine and coastal resources. Under this goal, we seek to increase economic opportunities from marine resources and alternative livelihood options. Who benefits matters. Thus, we seek to ensure equitable distribution and inclusion in the benefits. We believe this will increase willingness to participate in management activities and strengthen the effectiveness of management interventions over time. The underlying assumption is that if communities equitably benefit from marine resources, they will have a strong incentive to continue to manage them sustainably.

▶ Objective 1: Capacitate coastal communities on business and entrepreneurship skills.

This is a key eco-credit (MKUBA) component and is necessary for successful small-business development.

Target 1: **By 2024**, 1,800 people in 12 communities (6 in Tanga and 6 in Zanzibar) are trained in the selection, planning, and management of their businesses.

▶ Objective 2: Provide access to eco-credit to diversify income-generating opportunities and incentivise management plan activities.

This addresses the issue of diversifying income-generating activities. Success could be indicated by having MKUBA schemes in all communities that have active marine management plans and the implementation of at least 50 new businesses in each of these.

Target 1: **By 2024**, 1,800 people in 12 communities (6 in Tanga and 6 in Zanzibar) are accessing eco-credit loans amounting in total to not less than Tsh 125 million.

Target 2: **By 2024**, at least 50% of people accessing eco-credit loans start or invest in environmentally friendly businesses or activities.

Target 3: **By 2024**, 60 groups implement 2 management plan activities per year.

What is **eco-credit**?

Community eco-credit is “credit, managed at the community level, conditional on ecological actions undertaken by the community member borrower required under the loan terms”.²



Eco-credit as a concept and model was developed by GreenFi in 2015 and at the community level in collaboration with Mwambao since 2018.

Key point: Eco-credit’s key point is that ecological or environmental actions are included in loan terms. A borrower of credit must repay the money and do an ecological action (“eco-actions” in the eco-credit model). A group within a defined community is given a grant, and the group owns those funds as a community asset they then loan each other. The group manages the funds as a revolving loan fund and supervises the eco-action performance. Fulfilling the eco-actions is called “eco-compliance.” In some versions of the model, groups within the community are coordinated by a recognised community-based natural resources management institution.

Mwambao’s eco-credit model is called MKUBA (Mfuko wa Kutunza Bahari) and is a grant scheme designed to promote locally led marine and coastal resources management and improve livelihoods. The building blocks for eco-credit are the following:

1. Local institution managing marine and coastal resources per the agreed management plan. This institution is active and regularly engages with the community it represents. Since environmental compliance is required to access the loan, the local management plan provides the basis for that.
2. Formation of eco-credit groups representing different sections of the community. If the local management plan focuses on reef closure for octopus, it is important that some of the eco-credit groups are formed by community members engaged in octopus fishing.
3. Monitoring system for repayment and environmental compliance.

A MKUBA grant is issued to the community, which is used to provide loans to eco-credit group members. Borrowers commit to specific actions that contribute to implementing conservation measures in line with and supporting their local conservation management plan. They also receive business management training to manage and utilise their loan effectively.

Eco-credit was piloted in Kuuu village in South Pemba. Using a grant from Mwambao, nearly 370 community-managed loans were achieved for 213 individual beneficiaries in 5 groups with over 50% women membership. The total value of the loan was US\$27,000. Repayments were near 100%. Loans can be used for household improvements or income generation compatible with the community marine resources plan. Since environmental compliance is attached to the loans, legal fishing gears have been adhered to, 40,000 mangrove propagules have been planted, and patrols and security of closed areas have significantly increased. In 2021, MKUBA was expanded to three more communities in Zanzibar.

² Wild et al. 2021. Using Inclusive Finance to Significantly Scale Climate Change Adaptation. In African Handbook of Climate Change Adaptation

▶ **Objective 3: Facilitate value addition to marine-based products.**

By adding value to marine products, we are trying to improve on what communities are doing already and capture more product value at the local level. Value addition focuses on post-production practices (e.g., processing, packaging, etc.). We will explore 2 or 3 new value-addition options and implement them in at least 10 communities with reliable markets and quality control. The ultimate goal is ensuring communities get the most from participating in these value chains.

Target 1: **By 2023**, complete a study to identify opportunities for value addition in seaweed, octopus, sardines, and prawns.

Target 2: **By 2024**, select three value-addition opportunities and private sector partners and support piloting in one community each.

▶ **Objective 4: Pilot the sustainable production of seaweed and sea cucumber.**

Mariculture is another way for communities to gain income, although careful technical guidance must be given to maximise success and limit environmental damage. We will seek to provide technical advice for producing seaweed and sea cucumbers to communities.

Target 3: **By 2024**, pilot a community-level sea cucumber hatchery in Pemba.

Target 4: **By 2024**, pilot improved seaweed farming in 5 groups (5 locations) of not less than 20 members each.

▶ **Objective 5: Promote participatory marketing system development (PMSD) of marine products.**

PMSD aims to create an environment for both sustainable management and a system for fair pricing. Currently, producers are not fairly rewarded. We will improve producers’ negotiation power and ensure that market actors recognise and understand the role of communities as producers. All stakeholders should be aware of the market and destination of products. Success would be through continued respectful communication between stakeholders and fair negotiation. In the end, communities practicing sustainable management should be rewarded, if possible, through improved pricing.

Target 1: **By 2024**, produce PMSD protocols and monitor 3 marine products in 10 communities (5 in Tanga, 5 in Zanzibar).



Goal 4:

Supportive legislation and policy.

► Objective 1: Advocate for the harmonization of the marine legislation between Zanzibar and mainland Tanzania.

Sustainable marine management would benefit from harmonised policy and legislation between Zanzibar and the mainland. Besides the deep-sea fishing authority, there is no forum bringing together policymakers from both areas. We aim to promote for a that will facilitate discussion and harmonization.

Target 1: **By 2023**, a gap analysis report is in place.

Target 2: **By 2024**, hold two high-level meetings (one mainland, one Zanzibar) to table the gap report.

Target 3: **By 2024**, establish a fisheries harmonization committee/task force.

► Objective 2: Strengthen available legal framework to support effective coastal and marine resource management.

MCU regulations in Zanzibar require amending to reflect community-led co-management and gender equity. These regulations also need to address the management of marine resources outside of the MPAs (currently, there is no legislation to support the creation of SFC outside of MCAs). Additionally, we aim to advocate for legislation creating collaborative management groups, for which there is currently no support. Additionally, unlike the mainland, no regulations support the establishment and recognition of collaborative management groups (CFMA on the mainland) exist. We aim to advocate for legislation for the creation of these CMGs.

Target 1: **By 2023**, Zanzibar Marine Conservation Unit (MCU) regulation is reviewed, and recommendations are shared with the government.

Target 2: **By 2023**, SFCs/CMGs guidelines are established.

Target 3: **By 2022**, recommendations for developing BMU network guidelines are completed and shared (mainland).

Target 4: **By 2023**, 30 SFC/community bylaws are approved in Zanzibar, and 5 BMU bylaws are approved in mainland Tanzania.

Target 5: **By 2023**, the Zanzibar National Plan of Action for Small-Scale Fisheries is finalised.

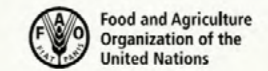
► Objective 3: Build community awareness of opportunities for active participation in co-management within existing legislation.

Though still inadequate, existing laws already provide opportunities for community participation in marine conservation. Awareness of these opportunities is low. Under this objective, we will work to raise awareness of existing laws and opportunities.

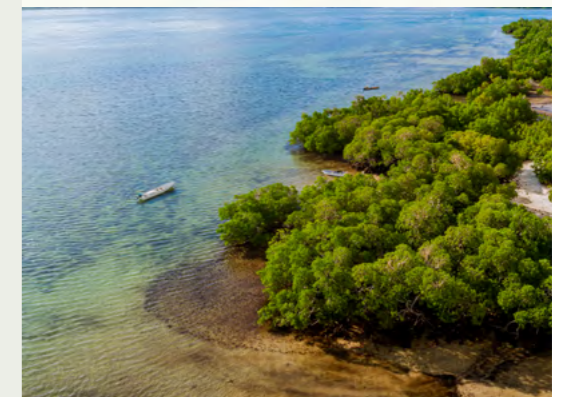
Target 1: **By 2023**, conduct six awareness meetings on existing legislation (two on Unguja, two on Pemba, and two in Tanga).

Target 2: **By 2023**, prepare and distribute the Swahili summarised-version document showing opportunities (30 Shehia and 20 villages in Tanga).

Target 3: **By 2023**, have 30 SFC and 28 BMU representatives participate in meetings to improve existing legislation.



Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries
in the Context of Food Security and Poverty Eradication





Goal 5:

Community networks established that promote knowledge sharing, advocacy, and inclusion of diverse stakeholder groups.

► **Objective 1:** Support regular zonal network meetings (at the community level) to improve collaboration among partners and stakeholders.

Ensuring that networks for exchanging experiences and knowledge are active is at the core of our work. We will continue to focus on supporting networking.

Target 1: **By 2023**, develop Mwambao's partners' and stakeholders' collaboration guidelines.

Target 2: **By 2023**, support two annual community network meetings.

Target 3: **By 2023**, 10 communities participate in exchange visits for learning and knowledge sharing.

Target 4: **By 2023**, review network progress/status assessment and recommendations.

Target 5: **By 2023**, develop network SOP/protocol documents.

Target 6: **By 2023**, have zonal community network meetings (zones: Tanga, Pemba, Unguja).

► **Objective 2:** Network communication guide produced to support network operation.

Target 1: **By 2023**, produce a guidance document for the network operation.



► **Objective 3:** Zanzibar women's networks established and supported with gender-focused training and communications.

Target 1: **By 2023**, a women's marine resource network has been established and has met twice.

Target 2: **By 2023**, a gender-focused assessment has been carried out in our area of focus.

Target 3: **By 2023**, a gender analysis has been carried out for all existing Mwambao programs.

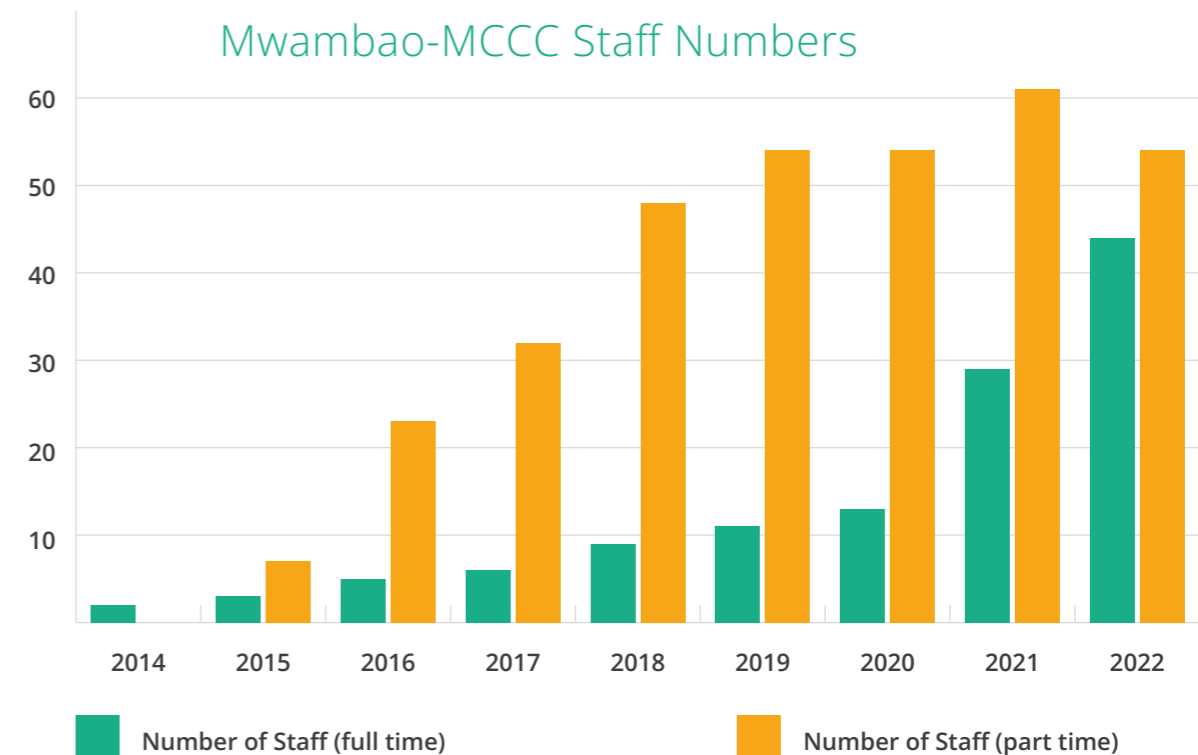
Target 4: **By 2023**, a gender-focused training and communications program has been designed.

Target 5: **By 2024**, a gender-focused training program is implemented in 50 communities in both Tanga and Zanzibar.

Resourcing: What Does Mwambao Need to Implement the Strategy?

Human Resources

To implement the strategy, Mwambao will need a capable team that is well-structured. The current staffing level is 34 full-time staff, 3 interns, and 2 volunteers. A revised organisational structure is in place and identifies several vacant positions.



🎯 Objective 1: Fill all the vacant positions.

With the revised organisational structure, new roles have been created and will need to be filled to implement this new strategic plan.

The vacant positions, as identified in the revised organisation structure, are the following:

- > HR Manager
- > Communication Officer
- > Head of Livelihood Diversification and Gender Equity Programs
- > MKUBA Officer, Tanga
- > Manager, Blue Action Fund (BAF) Program
- > 5 Field Officers, Pemba and Tanga
- > Ecological Data Manager, BAF
- > ESMS Officer, BAF
- > Drivers, Unguja and Tanga

Systems, Policies, and Procedures

As the team expands, tightening management systems, policies, and procedures becomes even more critical for effective management.

🎯 **Objective 1:** Develop and institute a performance management system.

We want to ensure that all managers and direct reports understand and commit to implementing the performance management system. It will involve, among other things, setting quarterly targets and annual performance and development goals.

🎯 **Objective 2:** Develop and institute an onboarding process for new employees.

We believe a thorough onboarding process is necessary to help new hires understand our work and approaches and integrate with the team more effectively.

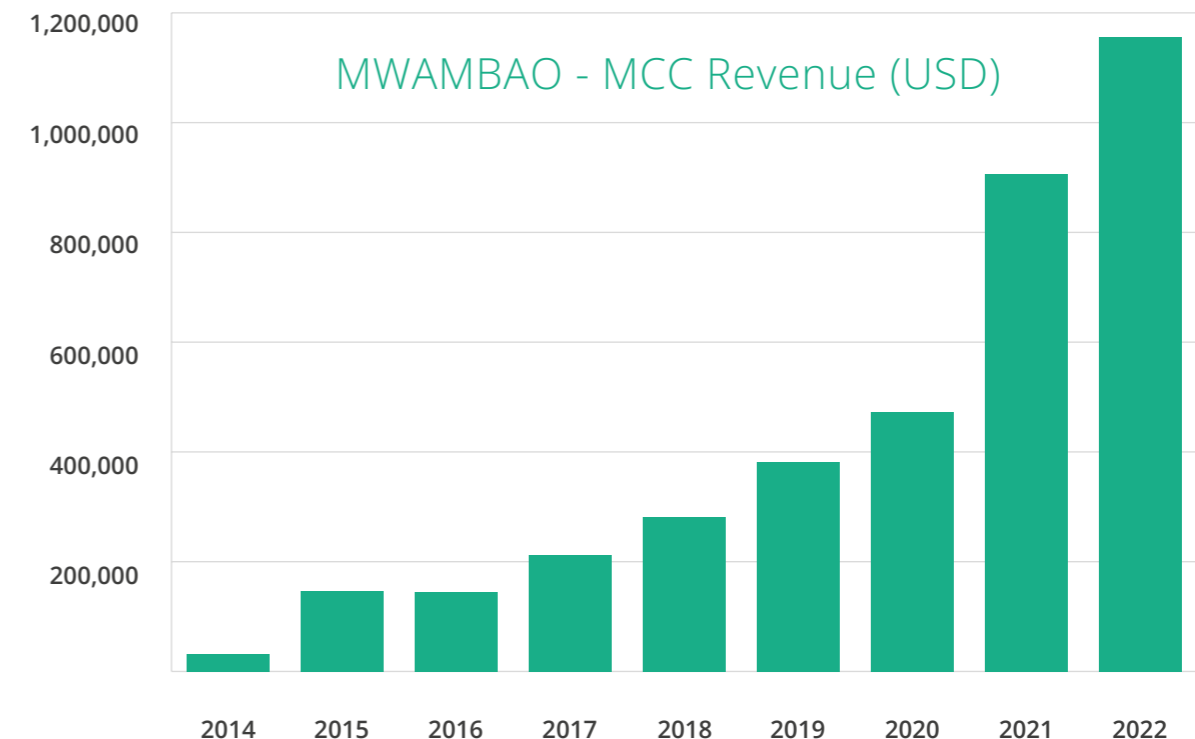
🎯 **Objective 3:** Develop a quality assurance system.

Mwambao will ensure team members get the technical support they need to deliver quality work. The quality assurance program includes pause-and-reflect meetings, training materials (toolkit, manuals) and refresher in-house training, mentoring, and one-on-one meetings between managers/supervisors and direct reports. It will also involve

- > Clarifying job descriptions for all positions in the revised organisation structure and systems; and
- > Weekly SMT meetings.

Funding and Finances

Our current funding portfolio comprises several donors giving small donations within a short time span. This has been an ongoing challenge and creates financial uncertainty. On average, donors' support for the last 2.1 years has been US\$73,700 per year.



The Board

An active and supportive board will be crucial for successfully executing this strategy. We will develop a charter detailing the roles and responsibilities of the board, its composition, and the frequency of its meetings, as well as the process for recruiting members.

🎯 **Objective 1:** Ensure the charter is implemented.

🎯 **Objective 2:** Ensure that six annual board meetings take place and are minuted.

The current annual budget stands at US\$1.2 million (2022). The aim is to slightly increase the annual budget to US\$1.5 million and cap it at this level so that we can operate optimally without expanding and spreading ourselves out too much.

The historical unrestricted funding share of the annual budget stood at 12%. We aim to raise the share of unrestricted funding to 25%. At the same time, obtaining charitable status in Tanzania will enable Mwambao to build a reserve of buffer funds.

🎯 **Objective 1:** Increase the annual budget and cap it at US\$1.5 million.

🎯 **Objective 2:** Increase the unrestricted funding to 25% of the annual budget.

🎯 **Objective 3:** Pursue and attain charitable status in Tanzania.

🎯 **Objective 4:** Continue to attract funding from ICONIQ and similar private donors.

🎯 **Objective 5:** Revise and implement a communication strategy.

Infrastructure

As the work and the team expands, more equipment and office spaces will be needed for efficient and effective delivery. Mwambao is now working from rented office spaces in Zanzibar and Tanga.

- ▶ **Objective 1:** Purchase one new vehicle to support operations in the Pangani District.
- ▶ **Objective 2:** Evaluate the pros and cons of purchasing an office space/ building in Zanzibar.





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