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**WWF-Norway Project Evaluation Report**

**STRENGTHENING COMMUNITY CAPACITY FOR FISHERIES CO-MANAGEMENT  
(SCCaFCoM) IN RUFUJI, MAFIA AND KILWA DISTRICTS**

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**FINAL EVALUATION REPORT**

**FINAL DRAFT**

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Abbreviations and Acronyms

BMU	Beach Management Unit
CCCs	CFMA coordination Committees
CCM	Chama Cha Mapinduzi
CPUE	Catch Per Unit Effort
CRM	Coastal resources management
CFMPs	Collaborative Fisheries Management Plans
CFMAs	Collaborative Fisheries Management Areas
CFM	Collaborative Fisheries Management
CUF	Civic United Front
CBO	Community Based Organization
CSOs	Civil Society Organizations
DED	District Executive Director
DOKICHUNDA	Dongo, Kilindoni, Chunguruma and Ndagoni
EAME	Eastern African Marine Eco-region
FD	Fisheries Division
ICM	Integrated Coastal Management
JSDF	Japanese Social Development Fund
MACEMP	Marine and Coastal Environment Management Project
MIMP	Mafia Island Marine Park, Tanzania
MNRT	Ministry of Natural Resources and Tourism, Tanzania
M&E	Monitoring and Evaluation
NGOs	Non-Governmental Organizations
PRSP	Poverty Reduction Strategy Paper (2000-2004)
RUMAKI/Seascope	Rufiji-Mafia-Kilwa Seascope Programme
REMP	Rufiji Environment Management Project

SCCaFCoM	Strengthening Community Capacity for Fishery Co-management
SCB	Society for Conservation Biology
SOPOJA	Somanga, Pombwe and Jaja
SOPs	Standard Operating Procedures
TCO	Tanzania Country Office
TPO	Tanzania Programme Office
URT	United Republic of Tanzania
VICOBA	Village Community Banks
WIO	Western Indian Ocean
WIOMSA	Western Indian Ocean Scientific Association
WWF	World Wildlife Fund

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## EXECUTIVE SUMMARY

The underlying rationale for the SCCaFCoM project is on the recognition of the need for sharing responsibility and authority in resource management between the government and the local resource users or communities in line with fisheries policy and regulations. Based on this rationale the SCCaFCoM project was launched with the goal “to improve socio-economic well-being of coastal Rufiji-Mafia-Kilwa communities through sustainable, participatory and equitable utilisation, management and protection of marine and coastal resources and a purpose of strengthening the capacity of communities and local authorities to engage effectively in sustainable fisheries co-management initiatives within the RUMAKI seascape in Tanzania.

### Key Evaluation findings: Achievements and impacts

**i). Awareness created among communities on sustainable fisheries co-management :** The project has created considerable awareness and developed tools and guidelines for co-management and conservation of marine resources in the target communities which has resulted in building trust between the government and local communities, evidenced by the close collaboration in implementing co-management activities and promoted community level resources management.

**ii). Local and community level institutions for fisheries co-management established & strengthened:** The project trained and built capacities of 25 District change agents, which enabled the establishment of 23 new BMUs and 6 CFMAs. As a result 4,282 community members out of 11,571 BMU members from 20 villages have increased their knowledge about fisheries laws and regulations and understanding of the fisheries ecological phenomena and over 30% are capable of applying the knowledge for village level fisheries management.

**iii). Capacities of District staff strengthened to engage in fisheries co-management activities:** Capacities of 9 Fisheries Officers from all RUMAKI districts were strengthened through workshops, seminars and various meetings at local and national levels. Fisheries staff in all districts claimed to be capable of applying fisheries co-management knowledge as a result of the training received from the project.

**iv). Capacity of community fisheries co-management groups strengthened, to collaborate in data collection:** Capacity building efforts have contributed to the establishment of databases in each district and 3 District fisheries officers have been trained in basic computer and data entry. Currently, at least 3 District fisheries staff (one from each district) are capable of entering fisheries data into database. At the community level, BMU members have been trained and BMU and sub-committees have been established to collect fish catch data. The evaluation team observed that data collections by all 23 BMUs at the village level are going well and BMU members are enthusiastic in data collection.

**v). Livelihood activities supported to strengthen community groups in co-management:** Four pilot VICOBA groups were established and strengthened. It was reported that over 120 members (55 F and 65 M) have been enrolled and provided with a capital loan of Tshs 4m. The groups had saved up to Tshs 7.6m by 31 May 2010 and increased to 10.5m by December 2010. Loans issued through the VICOBA groups have shown a repayment and performance rate of 100% with an increase of 90% profit. Increased economic activities, especially among women, are contributing to increased household incomes and improved livelihoods.

As a pilot of fisheries co-management and involvement of local communities, the evaluation team concludes that project achievements have shown good potential for achieving the desired goals of improved socio-economic well being of coastal Rufiji-Mafia-Kilwa communities. Key local institutions, processes and tools are in place to promote sustainable fisheries co-management. Overall, the project has achieved over 80% implementation of the planned results and its purpose.

### **Issues and Recommendations**

Generally, the local level institutions such as the BMUs and CFMAs are still at the infant stages of implementation of co-management and governance activities. Presently, only 3 out of the 6 CFMAs started operationalising all tools. Further investment and support of these already established institutions to further improve implementation modalities is recommended. A three year technical and financial support time frame for further incubation of the newly formed CFMAs should be considered by the Government.

Information and analytical results from data collected by BMUs are currently not getting back to the villages to improve on fisheries management and planning processes. Apparently, the Fisheries department at the district level is not able to analyse and provide the necessary information. The Fisheries Research Institute (TAFIRI) and universities such as the University of Dar es Salaam where there are fisheries experts who can assist in analysing the data, could be contracted to provide the needed technical support for data analysis and summaries in real time.

The VICOBA groups are growing rapidly and increasing their enterprises with the women at the forefront of this growth. A key limitation is the low level of initial capital (one million shillings) given to the groups which is seen as too small to meet the growing demands. It is recommended that the capital base of the VICOBA be increased from the current one million Tanzania Shillings to at least 10 million. Possible capital sources could include loans from the community banks established by MACEMP, grants from Government and WWF.

Sustainability of the BMUs and CFMAs depends on availability of funds. It was noted that 11 pilot BMUs are currently voluntarily collecting revenues from coastal and marine resources to support BMU operations. The District Council should be encouraged to officially sub-contract revenue collection to the BMUs through the village governments. This has been discussed with the district councils.

### **Lessons learned**

- Communities are able and willing to own and effectively manage fisheries resources if given the chance and power.
- Clear guidelines, establishment of local institutions with responsibilities, development of management plans and local by-laws have established a strong base for fisheries resources co-management.
- BMUs with Income generating activities are able to sustain their management activities such as making surveillance patrols.

- Economic and income generating interventions such as the VICOBA provide the engine for livelihoods development and BMU establishment.
- Livelihoods initiatives such as VICOBA are good entry points for introduction of fisheries co-management initiatives in new communities.

**Way forward**

Synthesize and document available data, information and experiences gained from implementation of the current pilot co-management approach to fisheries and coastal resource management to provide inputs for a possible scaling up process and to influence policy at national and local levels.

## **1. INTRODUCTION AND PURPOSE OF THE PROJECT EVALUATION**

Strengthening Community Capacity for Fishery Co-management (SCCaFCoM) is a five years project implemented in the non-protected areas of Rufiji-Mafia-Kilwa (RUMAKI) seascape in Tanzania. The RUMAKI seascape supports some of the highest marine species diversity in the region including coral reefs with around 278 species belonging to 48 genera of hard corals 12 species of sea grasses, 140 species of algae, 9 species of mangrove and intertidal flats. A detailed description of the project is provided in Annex 2.

This Project Evaluation was commissioned by WWF-TCO and forms part of the requirements of the funding agency, NORAD, through WWF-Norway. The main purpose of the evaluation is to assess and review the relevance, effectiveness, efficiency, impact and sustainability of the project within the context of the larger Rufiji-Mafia-Kilwa (RUMAKI) Seascape Programme in order to conclude if the project has delivered its intended benefits and ultimately provided value for money. The evaluation will also serve to guide the design of similar projects in the future and generally contribute to organizational learning for influencing policy. It also forms part of WWF's desire for transparency. Specific details of the assignment are presented in the terms of Reference (Annex 1).

The evaluation was conducted by FORCONSULT of the Sokoine University of Agriculture. Key consultants include Dr Robert Otsyina (Lead Consultant), Dr Benaiah L. Benno – (Fisheries Management Expert) and Dr Jumanne M. Abdallah (Socio-economist). The field work was conducted from the 19<sup>th</sup> November to 3<sup>rd</sup> December 2010.

## 2. METHODOLOGY

The evaluation was conducted through reviews of key project documents as well as meetings and discussions with key stakeholders at the national, district and village levels. This approach provided opportunities for in-depth discussions of all aspects of the project and to get consensus on issues raised. As a final evaluation, the focus of the evaluation was on achievements and impacts at the purpose and goal levels. Specific questions or issues discussed include:

- Degree of achievement of the project goal and purpose.
- Contributions to local, national, regional and global biodiversity and ecosystem conservation goals.
- Contributions to socio-economic situation in the project area (relevance).
- Contributions to natural resource management governance and management.
- Reasons for project success or failure to perform.
- Sustainability of the project after the donor funding.
- Key challenges experienced or envisaged.
- Lessons learnt and how these will influence scaling-up of the co-management approach.

Checklists were prepared (Annex 5) for data collection as well as specific evaluation questions for the following groups and individuals: Project's Management (TCO) and other project staff; Government leaders at the ministerial, district and village levels; District Change Agents, comprising, District Project Executants; Leaders of Village Fisheries Co-Management groups (BMUs); VICOBA groups; CSOs; faith based groups at district and village levels; and Villagers/fishers. Other methods adopted for data collection include Participant Observations to collect qualitative data in order to develop in-depth understanding of peoples' motivations and attitudes. Details of the evaluation methodology are discussed in sub-sections 2.1 to 2.4. Quantitative data and information to assess progress and cost effectiveness were obtained from recorded data at project and stakeholder levels.

### 2.1 Review of Key Documents

Various documents were reviewed and analyzed. These include: Project Documents, Project Agreement, Project Log-frame, Annual work plans, Performance Monitoring Plans and budgets, Conservation Action Plans, Progress Reports, Mid-term evaluation & review reports, district profiles, Fisheries Policy 2003, Fisheries Act 2009, Fisheries Regulations 2009, Co-Management (BMU and CFMA) guidelines, RUMAKI KAP & Household Survey and other relevant documents.

### 2.2 Discussions with project staff

Discussion with staff involved in management of the project, project managers and other relevant stakeholders at the Fisheries Division were organized to capture information regarding the relevance and effectiveness of interventions carried out by the RUMAKI program. This provided valuable inputs into the assessment of effectiveness of the project implementation, collaboration with the district government and other stakeholders particularly MACEMP, specific lessons learnt and challenges in the implementation of the project.

### 2.3 Field visits and discussions with stakeholders

Field visits were conducted to the three project districts of Rufiji, Kilwa and Mafia. In all districts, the district council officials including the District Executive Directors (DED),

District Commissioners (DC) and other relevant government officials were consulted to assess their inputs, involvement and possible sustainability of the project. Brief discussions were held with district project staff and collaborators to assess the level of implementation, challenges and lessons learnt in implementation of the project. In each village, focus group discussions were held with the Village Councils, groups of fishers and BMU officials and members, non BMU members, Community Based Organizations (CSOs), enterprise groups and VICOBA groups and others to assess implementation of activities and emerging issues, outcomes and impacts. The groups include both men and women. A study itinerary and list of people met and interviewed are presented in Annexes 3 and 4.

#### **2.4 Production of draft report and final submissions**

After the debriefing workshop a draft report was produced and circulated for comments as indicated in the time-frame and work plan. Comments and other relevant inputs were incorporated and the final report was prepared, presented and finally submitted as scheduled.

### **3.0 RELEVANCE AND QUALITY OF PROJECT DESIGN**

#### **3.1 Relevance of project goal and purpose**

Sustainable management of the marine resources is seen as a key concern of the government and other stakeholders in the RUMAKI Seascape. The rapid degradation of marine and coastal resources in the seascape was attributed mainly to over-harvesting of marine resources beyond their natural capacity to regenerate, use of destructive fishing practices such as dynamite and small-mesh seine nets, commercial trawling, lack of control in the exploitation and clearing of coastal and mangrove forests, Coral mining, poaching of turtles and turtle eggs, and climate changes. A key strategy for addressing these constraints was to involve the local communities in the management of the resources. The evaluation team noted that the project goal and purpose of the project are very relevant in addressing the natural resource and social constraints within the RUMAKI seascape.

#### **3.2 Relevance to national policies and strategies**

The Tanzania Fisheries Policy 1997, the Fisheries Act 2003 and Regulations 2009 provide the policy and legal framework for the project interventions. The overall goal of the project is “to improve socio-economic well-being of coastal Rufiji-Mafia-Kilwa communities through sustainable, participatory and equitable utilisation, management and protection of marine and coastal resources”. The purpose of the SCCaFCoM project is “to strengthen the capacity of communities & local authorities to engage effectively in sustainable fisheries co-management initiatives within the Rufiji-Mafia-Kilwa seascape in Tanzania” directly implement the policy requirements of the nation and addressed poverty and livelihood improvement needs of the target communities.

#### **3.3 Relevance to WWF’s Global Programme Framework**

WWF puts highest priorities for biodiversity conservation in areas of high dangers of biodiversity loss including the areas of the EAME. The ecoregion constitutes one of the globally outstanding biodiversity areas harbouring abundant and endemic species. More than 11,000 species are known to exist in EAME of which about 1,650 (ca. 15%) are narrowly endemic to EAME. Thirty five marine mammal species, including the dugong - a close relative to the manatee and perhaps the rarest mammal in Africa - depend on the region for breeding and feeding. The RUMAKI project areas fall within this fragile ecoregion. This project is relevant and addresses WWF programme priorities.

#### **3.4 Relevance to other global, regional and national conservation priorities**

The project also responds to the global resources conservation needs and mitigation of climate change through sustainable resources management of coastal resources such as the vast mangrove forests in the RUMAKI districts.

#### **3.5 Changes to or deviations from LFA**

Analysis of the original LFA in the project document and the latest LFA (Annex 6) has shown some changes or modifications to the original LFA. Significant changes made are represented in Table 1. The livelihoods component was not initially included in the LFA (output 6) but was added based on lessons learnt from other RUMAKI projects especially the JSDF (Japanese Social Development Fund) and recommendations from the Mid-term Review which requested that livelihood interventions be seriously considered as entry

points to assist BMU establishment. More emphasis was also placed on the focus of CSOs and Faith Based Organizations' activities at village level to include advocacy and awareness creation. The evaluation team observed that these changes have considerably enhanced awareness of communities on resource ownership and sustainable management of coastal resources, BMU establishment and general livelihoods improvement in the project villages.

**Table 1: Changes to the original LFA**

Original LFA parameters (2005)	Modified LFA (2010)	Observed changes
<b>Output 1:</b> Community groups responsible for fisheries co-management established and/or strengthened.	<b>Output 1:</b> Community groups responsible for fisheries co management established and/or	No change
<b>Output 2:</b> District capacity to engage in fisheries co-management strengthened.	<b>Output 2:</b> District capacity to engage in fisheries co-management strengthened	No change
<b>Output 3:</b> Collaborative fisheries management plans (CFMPs) developed for six collaborative fisheries management areas (CFMAs) and implementation initiated.	<b>Output 3:</b> Collaborative fisheries management plans (CFMPs) developed for six collaborative fisheries management areas (CFMAs) and implementation initiated.	No change to the LFA but the mid-term evaluation had doubts on the establishment of six CFMAs at the beginning.
<b>Output 4:</b> Capacity of community fisheries co-management groups to collaborate in data collection and to apply fisheries information in decision-making strengthened.	<b>Output 4:</b> Capacity of community fisheries co-management groups to collaborate in data collection and to apply fisheries information in decision-making strengthened	No change
<b>Output 5:</b> Capacity strengthened within civil society organizations (CSOs) to engage in lobbying & advocacy on fisheries management issues.	<b>Output 5:</b> Capacity strengthened within village civil society (CSOs) and faith based organizations to engage in lobbying, advocacy & awareness on fisheries management issues	Slight changes made to emphasize village level civil society organizations and faith based organizations. Awareness creation role of the CSOs was also added.
<b>Output 6:</b> Lessons learned disseminated to relevant parties interested/ involved in fisheries co-management initiatives within EAME.	<b>Output 6:</b> Livelihood activities supported to strengthen engagement with community groups involved in fisheries co-management	Output 6 on livelihoods was added as a new output. This involves establishment and strengthening of VICOBA groups, mari-culture enterprises and productive income generation initiatives.
	<b>Output 7:</b> Lessons learned disseminated to relevant parties interested/ involved in fisheries co-management initiatives within EAME	No changes

### 3.6 Appropriateness of outputs and activities

The outputs and activities address key areas of building capacities of both district council staff and communities to implement co-management activities, establish local level institutions such as BMUs, CFMAs and CSOs to coordinate implementation and



introduction of livelihood initiatives. Achievement of the purpose is measured by specific indicators which include (Annex 6) : Fisheries management plans and systems are developed and authorized in at least six collaborative fisheries management areas (CFMA) by the end of year five, significant reduction in incidence of destructive fishing practices within the six CFMAs by end of year five, regular meetings being held by community fisheries management groups within six CFMA management bodies, district level forums established to bring together fisheries stakeholders at community, district and national level, at least 10% increase in budgets allocated by districts to fisheries co-management, and revenue generating mechanisms established for community fisheries management groups. The evaluation team observed that activities implemented by the project and the outputs or results documented contribute effectively in meeting the purpose of the project. The project focused its initial energies on creating awareness and a conducive environment for establishment of the local institutions and co-management tools. This is seen by the evaluation team as a wise move. The institutions such as the BMUs and CFMAs developed, however, have not had much time to implement all the tools and processes and thus lack implementation experiences and associated challenges. For example, the first 3 CFMAs only initiated operations by April 2010. The other 3 CFMAs are not yet fully operational by the time of the evaluation. Details of progress and achievements of the project are indicated in Annex 6.

### **3.7 Appropriateness of the project monitoring system**

The evaluation team noted that the SCCaFCoM project has a monitoring and evaluation system to assess progress of activities, outputs and indicators. The LFA contains elaborate indicators for monitoring achievements at output (results), purpose and goal (impact) levels. In addition to the LFA, the project has developed a monitoring and evaluation framework for monitoring and evaluation of project activities and achievements at community, district and project levels. This was appropriate and a useful monitoring plan.

The evaluation has established that most of the indicators at the output levels are appropriate in achieving the intended impacts at the purpose level and consequently meeting the goal of the project. However, the impact indicator on material style of life of RUMAKI coastal households was found not to be realistic, because it did not consider the culture, values and community priorities. For example, the project uses status of roofing materials and permanent concrete walls of the houses as a means of verification for changes in the income of fishing communities. Discussions with the fishing community in the project area indicated that this is not their priority and thus this indicator is not realistic for assessing economic impacts. More realistic parameters such as household income should be used.

### **3.8 Evaluation of assumption and risks**

Evaluation team analysis of risks and assumptions which could be seen to influence or limit project implementation are presented and discussed in Table 2.

**Table 2: Analysis of risks and assumptions**

<b>Assumptions in the Logical Framework (LFA)</b>	<b>Risk - Situation on the Ground at time of evaluation</b>
<p>Continuing political stability and political support for marine and coastal resources management in Tanzania and in the seascape.</p> <p>Progress made during 2004–2009 is sustainable and continue in future.</p>	<p>This assumption does not cover political pluralism or multiparty politics, which has already caused negativity to the project at Kilindoni village in Mafia district and at Kilwa Masoko and other villages in Kilwa district. Political interference is still a risk to the project.</p>
<p>Diverse coastal resources management initiative (MACEMP, Ramsar, JSDF, RUMAKI SCCaFCoM.) are sufficiently harmonized so as to minimize confusion to local authorities and communities</p>	<p>The final evaluation noticed weak linkage of RUMAKI and MACEMP at the district level. Although both projects work in the same areas and with the same people with similar activities, there is very weak harmonization at the district level. RUMAKI and MACEMP are seen as two different entities. Poor harmonization is likely to cause confusion among the communities and influence sustainability of the project.</p>
<p>Negativity within certain coastal communities towards management of marine &amp; coastal resources does not spread and disrupt programme.</p>	<p>Negativity towards management of marine and coastal resources is still present but very limited at present as a result of the high degree of awareness created by the project. The evaluation team does not see this as a very significant risk to project implementation and sustainability.</p>
<p>Relevant national authorities are supportive in approving local planning initiatives.</p>	<p>This assumption is still valid at the local government and village government levels. Resource limitations and devolution of authority completely to local institutions was seen as an important factor in co-management of marine resources in all districts.</p>
<p>Coastal community compliance to existing by-laws, laws and regulations.</p>	<p>This assumption is still valid because the By-laws, laws and regulations are in place but the level of compliance is yet to be tested.</p>
<p>Partners have adequate time to devote to new facilitation, learning and practice activities.</p>	<p>The assumption is still valid.</p>

### 3.9 Alignment with stakeholder expectations

Various stakeholder categories have particular interests in the coastal resources and thus have specific expectations from the project. The key stakeholders include, the coastal communities (farmers, fishers, mangrove pole cutters, fuelwood users, potters, salt

makers, honey hunters, seaweed growers, poultry and livestock keepers and beekeepers), Processors ( fish smokers, driers, salters, fryers, for local consumption (mainly women) and onward sale, Local NGOs and CBOs (savings and credit groups /banks), Revenue Collectors, National and international investors (commercial processors, trawler owner's, hotel owners and tours operators, prospective tourism, business operators), District, Ward and Divisional Authorities, Village Governments, National level Authorities (Ministries and Local Governments) and International Organizations. Stakes, interests and expectations of each stakeholder are detailed in the stakeholder analysis matrix in the SCCaFCom Project document of 2005.

In general, each stakeholders expects direct benefits in terms of revenue from marine resources, improved fish stocks, improved fisheries management, increased ownership of the resources by the local communities, increasing involvement of the local communities in planning, implementation and decision making processes, and creation of institutional arrangements that will stand to protect the interest of local communities, improved law enforcement, sustainable management of marine resources and improved livelihoods of local communities. The SCCaFCom project, through its design and modes of implementation is very much aligned with various stakeholders' expectations. Community based institutions such as the 23 BMUs, 9 CSOs and 6 CFMAs have been formed and strengthened, law enforcement has improved through implementation of by-laws and patrols and livelihood initiatives introduced to diversify income sources and revenues leading to general livelihoods improvement in the RUMAKI communities. In addition, expectations and the desire of the communities to own and manage the fisheries resources have been met.

### **3.10 Alignment and cooperation with other donors, projects and programmes**

The SCCaFCom project is funded by NORAD (90%) and WWF-Norway (10%). It is implemented by WWF-Tanzania Country Office (WWF-TCO), Fisheries Division of the Ministry of Livestock and Fisheries Development, Local Authorities (Districts & Village governments), CSOs, Local NGOs and coastal communities. The evaluation team noted that the project is aligned with other donors, projects and programmes in the implementation of its various activities. For example, the project is cooperating with the MACEMP which is implementing the objectives of the Fisheries Policy of co-management of fisheries resources. It is also collaborating with other donors funded projects such as the EU and UK RUMAKI Seascape management programmes.

## **4. EFFECTIVENESS (ACHIEVEMENT OF PURPOSE)**

### **4.1 LFA indicators, other criteria if appropriate, and project monitoring data**

The project LFA is detailed with clear indicators and baseline information and is seen as a strong and appropriate tool for monitoring project performance. Indicators at both output and impact levels are appropriate for monitoring project performance and impacts. Overall, the project has, to a great extent more than 80% achieved its purpose and outputs when judged against the LFA indicators as indicated in Annex 6. Specifically, local level institutions have been established and have functional. For example, 5 CFMAs established (SOPOJA, DOKICHUNDA, MBWEKIEKI.JOJIBAKI and MCHIMCHUNYA), CFMA management plans 20 BMU management plans) including monitoring plan in place. As a result of project activities, 1749 fishers and 1029 fishing vessels have been registered in Mafia, Rufiji and Kilwa, 51 illegal fishing gear confiscated and 125 fishers caught with no fishing licenses. In addition, 4 VICOBA groups were facilitated and performing well.

The evaluation team, however, noted that there are still some activities which are not yet implemented by the project. These include: facilitation for BMUs' By-laws to be endorsed by the district councils, operationalisation of BMU financial sustainability plans, conduct of KAP surveys and other socio economic assessments on livelihood parameters. The KAP survey and socio-economic assessments have been commissioned to independent consultants to be finalised by end of 2010. Reasons given for non implementation of specific activities are presented in Table 5.

### **4.2 Conservation and socio-economic achievements**

During the evaluation, all communities asserted that there were signs of the recovery of fish stocks and increases in the diversity of fish, and that other marine organisms such as dugongs were frequently sighted especially in Chunguruma and Kiasi village fishing grounds. The increase in fish catch as reported by fishers in Kiechuru, Kiasi and Nyamisati villages (from 5-10 kgs per day to 60kgs per day) is probably due to recovery of fish stocks following the enforcement of BMU by-laws. This has led to increased incomes of most families engaged in fisheries related activities. The evaluation team had not come across any record of scientific monitoring by the project nor the ministry that shows fish catch increases. For example, Somanga fishers and fish processors and traders reported that their average incomes have been increased by 50 to 80% from fish sales, and they are now able to access distant markets. These increases result in higher income and subsequent livelihood improvements.

### **4.3 Biological monitoring data collection and dissemination**

The establishment of BMUs and CFMAs in fisher communities also started fish catches data collection and monitoring. In all villages visited, fish catch data was being collected by BMUs who had been trained by the project. Data forms are collected on a monthly basis by the fisheries personnel from the district for compilation. It was reported that the data had some few snags which needed rectification by the data base developer, however, the information collected could still be used for fish stock trend monitoring purposes. The data is sent to the fisheries division headquarters for processing. The evaluation team noted that there was no feedback mechanism in place from the district

fisheries personnel to alert the fishing community of any unpleasant trends in fish catches, which could reflect the status of the fish stocks. Data processing should be done at the district level to enable swift feedback to the community. No data was recorded on fish stocks improvements in coral reefs and biodiversity increases at the project level although village level data collection and monitoring systems recorded observations on different species caught. No formal analysis of this diversity is done and reported. In our opinion, biological monitoring and data collection is inadequate and needs to be improved.

#### **4.4 Success and failure of the project**

Implementation of the project has yielded valuable results and impacts in a cost effective manner. The project actions have resulted in reduction of illegal fishing practices as a result of establishment and strengthening of BMUs and CFMAs. Surveillance and patrols have increased and resulted in 1749 fishers and 1029 fishing vessels registered in Mafia, Rufiji and Kilwa by Dec 2009. During the field visits, villagers in Mafia and Rufiji reported significant reductions in dynamite sounds from 10-to 15 a day to virtually none these days due to the BMU/CFMA patrol activities. The number of surveillance patrols has increased from 106 in December 2009 to 245 in December 2010. This has further increased communities confidence in enforcement, reduction of illegal fishing activities, resource ownership with greater trust between communities and the government.

In addition, the establishment and strengthening of VICOBAs has improved the livelihoods of the communities. It was reported that over 120 members (55 F and 65 M) have been enrolled and provided with a capital loan of Tshs 4m through four Village Community Banks (VICOBAs). The groups had saved Tshs 7.6m by 31 May 2010 and increased to 10.5m by December 2010. Loans issued through the VICOBAs have shown a repayment and performance rate of 100% with an increase of 90% profit. For example the Umoja ni Nguvu VICOBA group in the Nyamisati village got support of 1.0m from the project but has managed to increase its capital base to 4.5m. The KIMASO group in Somanga village in Kilwa District which was supported to construct 3 dinghies for sardine fishing has increased the income to Tshs 1.78m to Tshs 3.41m. A total of 188 BMU members from RUMAKI districts received various material to support alternative livelihoods projects.

VICOBA has made it possible for some community members to diversify their livelihoods activities, from fishing into other activities such as food vending (mama lishe) and shop keeping. With increased incomes, more parents could now afford paying school fees and more students were joining secondary schools. Some of the incomes were also being invested in construction of better houses with concrete walls and have access to better house facilities.

Achievements of the project as a pilot can be rated as high and provide a basis for achieving the intended impacts (See annex 7).

Specific weaknesses were observed in monitoring of biological and ecological impacts, limited knowledge management in terms repackaging of information and experiences for wider dissemination and effective implementation of data and information feedback mechanisms as detailed in the BMU guidelines.

#### **4.5 The views of the various stakeholders on the achievements of the project**

The evaluation process consulted various stakeholders including government officials at

the Fisheries Division, Ministry of Livestock Development and Fisheries (Director of Fisheries, Assistant Director –Fisheries Management, Manager MACEMP), Top District officials (DC, DAS, DED, DT, Fisheries Officers), RUMAKI coordinators in Kilwa and Mafia, Project Field officers (Monitoring, executant), fishers, fish processors, boat builders, members of VICOBA, Members of economic projects (Crab fattening, Dagaa fishing) BMU members, Local leaders (WEO, VEO and village government committees). All individuals interviewed were very positive regarding the achievements of the project.

The Fisheries Division officials were very grateful for the interventions made by WWF through the SCCAFCOM project of implementing one of the Fisheries Policy objectives which has enabled the fisher communities in the RUMAKI seascape to start participating in the management of their own resources. The Fisheries Division had earlier started a similar initiative of collaborative fisheries management on Lake Victoria under the Lake Victoria Environmental Management Project (LVEMP) but could not expand the initiative to other water bodies because of lack of financial resources. In addition, the District Councils had many operational problems including lack of adequate personnel, transport facilities and financial resources to effectively offer extension services to all fishing communities in very remote areas. So the initiative made by the WWF through SCCAFCOM project of enabling the communities to participate in the management of their resources was very much welcomed. The district authorities could clearly see opportunities for cost reductions especially where BMUs could be used in revenue collection. Above all the district officials were very grateful that through collaborative management the fisheries resources was starting to be better and adequately managed than earlier on when very sporadic visits were made by the district fisheries officials because of the afore mentioned problems. The district officials were also happy in that the establishment of BMUs in the area has enabled the control of illegal fishing practices such as the use of dynamite and beach seines in fishing and has helped to bring together the community which is very much divided along political party affiliations.

The village leaders were very grateful for the governance training they received through the project and that the establishment of BMUs in their villages formed an instrument which could assist the village government in protection of the resources in their areas and which can also be used in revenue collection for the villages. The village communities express their gratitude to WWF for bringing the project in their area, a project which has helped to raise their incomes through fishing, and various VICOBA projects. The communities were also grateful for the various training programmes they received and study tours they made through the project and they ascertained that the project has enabled them to have a better understanding of their responsibilities regarding coastal resource management in their respective areas. However, the communities felt that they still needed more training especially on entrepreneurship.

Most stakeholders were very much positive and optimistic about the project contrary to the initial resistance by the some communities and leaders due to wrong perceptions and fears.

## 5. EFFICIENCY OF PLANNING AND IMPLEMENTATION

### 5.1 Financial

#### 5.1.1 Efficiency in utilisation of funds

To date the project has an approved budgeted amounting to NOK 8,752,129 from 2006 to 2010 and expects to have a total expenditure amounting to NOK 8,171,958 by December 31, 2010. Table 5 shows fund transfers and receipts to the project. The table indicates that funds were requested and transfers were made regularly. Project Funds are either directly spent at WWF TCO Dar office or transferred and spent in the two field offices in Kilwa and Mafia for specific purpose/expenditure item(s). Project funds are managed by the Country Director, RUMAKI Coordinator and SCCaFCoM coordinator through the Finance Manager. Monitoring of funds is through a number of transactions including direct payments, journal vouchers, and retirements of imprests and monthly financial reports of the field offices of RUMAKI. There are also annual external audits.

Funds transferred, expenditures and balances are presented in Tables 3 & 4. Analysis shows that a total NOK 5,941,927 has been spent up to December 2009 and a total of NOK 2,230,031 is expected to be spent for the year 2010. This is expected to bring the total amount spent to be NOK 8,171,958 which is 93% of the total approved funding.

The evaluation team noted that SCCaFCoM has shown a fairly good financial management. Project funds were used to achieve significant levels of achievements as indicated in the section 5. Efficiency of funds utilisation is assessed as very good. However, as indicated in section 4.1, some of the planned activities were still pending implementation even in December when the project was supposed to wind up.

**Table 3: Fund transfers from 2006 to 2010**

Date received	Amount in NOK	Equivalent amount in TZS
April 17, 2008	894,306.00	219,002,286.00
August 1, 2008	716,700.00	161,476,347.50
February 2, 2009	394,091.00	79,081,394.00
August 14, 2009	859,985.02	183,874,180.00
November 17, 2009	341,761.00	80,850,198.00
January 18, 2010	402,704.99	94,862,874.40
April 12, 2010	698,918.48	157,483,128.00
August 16, 2010	886,301.28	215,252,715.00
December 3, 2010	205,808.31	49,330,215.00

**Table 4.** Funds received and corresponding expenditures

Year	Annual Approved Budget	Expenditure	% utilised	Remarks
2006	960,000	936,321	98%	
2007	1,741,642	1,567,450	90%	
2008	1,970,456	1,660,845	84%	
2009	1,850,000	1,777,311	96%	
2010	2,230,031	2,230,031	100%	
Total	8,752,129	8,171,958	93%	

Current exchange rate: 1 NOK = 220 Tanzanian Shilling (TZS)

### 5.1.2 Procurement Effectiveness

Our analysis shows that all the procurement items planned for were procured. Procurement for the project was noted to be effective. It was, however, noted that there were no procurement plans developed to organize the procurement process. This is likely to put pressure on the procurement personnel and result in procurement delays. Development of procurement plans is highly recommended.

## 5.2 Project delivery

### 5.2.1 Percentage of activities in the work plan delivered

Analysis of the work plan, activities completed and achievements documented in relation to the LFA indicates that about 50% of the activities planned to be implemented during the life of the project have been completed. Some activities have been initiated and in progress while a few have not been implemented due to various reasons (Table 5). The key planned activities include, awareness creation on co-management at district and community levels, capacity building of fisheries staff to support co-management including training regarding fisheries laws, policies, regulations and management options to the local communities. Others include, facilitation of local community training in planning management group dynamics and decision-making regarding improvement of the institutional arrangements, budgeting, sourcing funds, accounting, reporting, evaluation and review.

The project also was involved in strengthening Districts efforts to collect reliable, valid fisheries catch data through strengthening community involvement, facilitate participatory identification of opportunities for CSOs to improve their position /power and networking for effective contribution in fisheries co-management, build capacity of community enterprise groups by providing training in entrepreneurship, financial management and technical livelihoods skills, provide expert technical support and oversight to community enterprise groups engaged in livelihood activities, including artisanal mariculture and micro-credit groups, and synthesise and publish lessons learned and fact sheets on fisheries co-management in appropriate languages and disseminate to communities in RUMAKI and beyond. Activities not yet implemented and reasons for non implementation are presented in Table 5.



**Table 5.** Planned activities not yet implemented

Activity description	Reason for non implementation	Remarks
Project Annual audit	To be done on January according to TCO schedule	
Act 1.5.2: Refresher training for CCCs on implementation of CFMA Guidelines & SOPs, bylaws and plans	Lack of funds to support the training	If funds will be made available could be planned for 2011
Bio-physical monitoring	Time is too short for habitats to recover and thus allow for bio-physical monitoring.	If funds will be made available could be planned for 2011
Socio- economic surveys	The 1 <sup>st</sup> socioeconomic survey was done in 2008, doing another may not be realistic as there is not much time interval	If funds will be made available could be planned for 2011
KAP survey	Based on the baseline survey of this activities, the second survey could be useful to be done in 2010, this was not possible due to limited funds	If funds will be made available could be planned for 2011
By-laws endorsement and registration of BMUs.	Bureaucracy	
Activity 6.1.2: Provide expert technical and grants to fisher groups	It was proposed but no funds available	If funds will be made available could be planned for 2011
Activity 5.7: Grant to CSOs	it was proposed but no funds available	Not funded
Act 1.2.4 Awareness raising during Fishers day (21 <sup>st</sup> November) to support fishers who surrendered illegal gears.	Was proposed but no funds available	If funds will be made available it could be planned for November 21 <sup>st</sup> 2011

### 5.2.2 Status and utilization of monitoring data

The project has developed an elaborate monitoring plan to monitor project activities and outputs at community, BMU, CFMA, District and general project levels. The evaluation team noted that monitoring data collected is not effectively used in the planning process. The evaluation team noted that BMUs are collecting fish catch data and to some extent information on patrol activities as well as accounting information. Data forms are sent to the district fisheries office for analysis. No analysis is done at the village level other than observed trends in amounts and types of fish caught over time. Although there is a clear feedback mechanism for data and information flows from District/fisheries division to CCCs and later to BMUs and vice versa as indicated in the CFMA guidelines (pages 16 & 18), this mechanism does not seem to be working effectively. Thus analytical results from the data collected at the village level do not get back to the BMUs for planning purposes.

This situation needs to be improved to provide reliable analytical information to the villages.

### **5.2.3 Project adaptation to changes and lessons learned.**

Quick learning and adaptation to lessons and situations on the ground provides opportunities for a project to make rapid progress. This parameter was assessed by the flexibility by which the project made changes in its approaches and processes for project implementation. The evaluation team noted that the project has made very effective use of lessons learned and adapted effectively to social, political and economic changes in the project environment. Some of the areas where the project has used lessons learnt include the inclusion of faith based organization in awareness creation and the use of political figures such as the District Commissioner in Kilwa to ease the tense political tension in Somanga. Feed back from the communities on the need for livelihood intervention to raise incomes for communities and BMUs has prompted inclusion of VICOBA in the general project planning process. Based on achievements of the 4 initial VICOBA groups. Requests were received for 20 more VICOBAs from RUMAKI villages.

### **5.2.4 Analysis of training opportunities**

Training and capacity building are among the core activities of the project. Key areas of capacity strengthening include, planning and development of by-laws, group management and leadership skills, implementation of planned activities, management of coastal resources, monitoring and data collection, revenue collection, awareness and advocacy techniques and entrepreneurship development. Training was done using adult learning and participatory techniques which also included field visits. Capacity opportunities were extended to district, Village leaders, BMUs, CSOs, and CFMAs. The evaluation team noted that village committee members from 23 villages, Ward development Committees and Villages BMU Executive Committees were trained by the project.

In total, capacities of 776 individuals (166 were women and 610 men) was built and knowledge increased. District council officials were also trained in various capacities. Four district officers and 58 district change agents were trained in PNRM (Participatory Natural Resources management). In terms of data collection and monitoring capacity, 111 BMU members (91 BMU sub-committee for statistics) 20 BMU chair-persons, and 9 village chair persons in 9 village governments trained in data collection by August 2009. In addition, several VICOBA and CSO members were also trained in enterprise identification and book keeping skills. As result of the training and capacity building, 5 CFMAs established - SOPOJA, DOKICHUNDA, MBWEKIEKI.JOJIBAKI and MCHIMCHUNYA, 3 CFMA management plans 20 BMU management plans) including monitoring plan in place. It has also resulted in reductions in the incidences of illegal fishing as explained in section 4.1 At the district level, authorities have agreed to include co-management in the district development plans and promised to include BMU budgets in the district main budget of 2011.

The project trained and built capacities of 25 District change agents, which enabled the establishment of 23 new BMUs and 5 CFMAs. As a result 3017 community members out of 11,571 BMU members from 11 pilot villages have increased their knowledge about fisheries laws and regulations and understanding of the fisheries ecological phenomena

and over 30% are capable of applying the knowledge for village level fisheries management

Generally, the training events contribute directly to effective functioning of the district councils and community Fisheries management institutions. The training has improved the knowledge of and understandings of 2556 BMU members on sustainable fisheries management and increases their commitment to co-management. The training and capacity building as well as awareness creation activities at district and community levels resulted in the establishment the local institutions and processes as well as creating the knowledge base for effective fisheries co-management at district and community levels.

### 5.2.5 Implementation of Mid Term Report recommendations

The midterm review made several recommendations to guide future direction of the project so as to bridge existing capacity gaps and improve the implementation. Table 6 summarizes the mid-term recommendations and implementation status of each recommendation. The final evaluation has noted that most of the recommendations within the limits of the project have been implemented.

**Table 6.** Status of implementation of mid-term review recommendations

<b>Recommendation</b>	<b>Implementation status</b>
The National Task Force should strengthen linkage of RUMAKI, MACEMP and other CFM related projects in the three districts. This should be done through sharing of plans and joint progress review meetings that should be convened and be coordinated by the district councils.	This was implemented through planning of activities and sharing of information in technical meeting.
The Evaluation Team recommends that migrant fishers should not be involved in elections for BMUs.	This was implemented
Capacity building and operations of BMUs in villages where BMUs have been established should start immediately without waiting for Villages lagging behind.	Capacity building was conducted in all 23 villages.
RUMAKI/MACEMP should re-sensitize villagers of Kilwa district on the concept and introduction of CFM and establishment of BMUs. The livelihood component of RUMAKI should be used as a stepping stone for CFM in communities where normal entry is very prohibitive.	Implemented. VICOBA and other enterprises introduced to all villages.
The Fisheries Division should take the issues of lack of awareness of the fishing law provision that fishing is a non-union matter and the issue of migrant fishers more seriously by giving a proper message and guidance to local government officials and the migrant fishers.	Facilitated CSOs to create awareness in fishing camps. Camping guidelines prepared and will be distributed to camps of Migrant fishers.
The Fisheries Division in collaboration with the Ministry of Lands and Human Settlement Development – through MACEMP - should establish clear village boundaries to avoid possible conflicts on the jurisdiction of BMUs	Boundaries established and known by each each village. Detailed maps not yet developed.
The Central and Local Governments should promote joint planning	Joint partner planning

and decision making by the partners on CFM activity by strengthening their linkages and relationships through government brokered joint meetings.	meetings among partners now being conducted in all districts.
The discrepancy of field allowances in not in favour of the project and similar programs using government rates.	Discrepancy still exists as WWF as an NGO has specific budgets while government has different rates. These two cannot be easily harmonised. DSAs rates and other allowances have been agreed.
The Fisheries Division should improve national level partnership, which is already reported to be strong, through meetings of the National Task Force on CFM. DEDs of the three districts should be used for coordination of the RUMAKI and MACEMP district coordinators.	DEDs are coordinating all CFM activities at the district level. At national partners are being coordinated.
The RUMAKI District Executant and MACEMP District coordinators should prepare joint action plans and meeting agenda for scheduled periodic (weekly, monthly, quarterly, annual) meetings.	This has failed at district level. MACEMP is not cooperating at this level but working at national level.
The capacity of individual employees should be improved through conducting annual participatory job assessment for each employee followed by training of staff to improve on weaknesses identified by the assessment	Job appraisals conducted for each staff within the general WWF but not at project level.
The project should speed up preparation and sharing of financial reports with the partner District Councils so as to match timing of preparation of projects' progress reports in the district, which is tabled by the DED at the quarterly full councils of the districts	Financial reports are being shared with districts for planning purposes.
To improve operational effectiveness, the management of the project in Kilwa and Rufiji districts should have separate Executants .	This was not possible due to limited funds. The executant is supported by the SCCaFCoM project executant.
The Evaluation Team is also recommending one Assistant Coordinator who will work full time on SCCaFCoM to be employed to improve capacity, when the project enters the next stages.	This has not been done funds limitation.
The delta area needs boats up to BMU level because transport between hamlets is by water.	Boats have been provided to 4 CFMAs. SOPOJA, MBWEKIEKI, MCHIMCHUNYA and JOJIBAKI
The effectiveness of BMUs should be complimented by lobbying for establishment of units of Marine Police in the RUMAKI seascape.	Marine police in place and are collaborating

	with BMUs.
The exit strategy should be dissemination and building upon continuation of these sustainability enabling situations after the end of the project.	Financial sustainability plans developed and capacities build of 16 BMUs.

### 5.3 Other management factors

#### 5.3.1 Staff performance

Current staff include Programme Coordinator, Deputy Programme Coordinator, Project Executants (local coordination), one for Mafia and one for Kilwa and Rufiji, Enterprise Development Coordinator (to coordinate local credit and savings schemes), Community Facilitator (to sensitise people on the advantages of CFM and mariculture), Community Fisheries Officer (to sensitise communities on benefits of mariculture and CFM), Monitoring and Research Officer (to monitor the progress and challenges emerging), Communication and Awareness Coordinator (to handle the awareness raising component) and support staff.

The team established that the staff are well qualified and performance of the staff including the fisheries officers and change agents at district level was very good.

#### 5.3.2 Working relationship within the team and with partners, stakeholders and donors

The team observed very cordial and relaxed relationship within the team. Team members referred to each other by first names and share information freely among themselves. It was noted that information provided on progress, challenges and achievements was fairly uniform among team members. This demonstrates a very high level of trust, interpersonal relations and cohesiveness among the team. The same spirit of cordial relations were observed with partners including the district staff even at high levels. The district Commissioner of Mafia District spoke very highly of the project team and appreciated the collaboration his district has had with the project team. Other stakeholders, including Director of Fisheries and other department staff shares similar sentiments. Based on these observations, the evaluation team is of the opinion that relationships within the team and with partners and stakeholders is good.

#### 5.3.3 Internal and external communication

Transportation and communication have been observed to be very challenging within the RUMAKI districts. Most of the areas especially in the delta can only be assessed by the project boats while areas can easily be accessed by project 4WD vehicles. Due to the remoteness of some of the areas communications through mobile phones are rarely functional and very difficult.

It was however, noted that conscious efforts are being made by stakeholders and project staff to maintain effective communication internally and externally by means of shared memos, newsletters, radio broadcasts, telephone conversations and face to face contacts. For example, media coverage of project events were carried out and included coverage by 3 local Television Stations, two (2) Radio stations and 3 Press releases, 250 copies of each of 2 CFMA plans printed in Kiswahili and publicized .

With the donors such as NORAD and the EU, communication channels include quarterly and semi-annual and annual technical and financial reports. Although challenges exist in communication with all partners, the project has made good efforts to maintain good communication and linkages with all stakeholders.

#### **5.4 Implementation constraints**

Major implementation constraints noted by the team include, the difficult geographical disposition of the districts and the difficulties of reaching them very quickly. Several villages in Rufiji can only be accessed by boat and access depends on the level of the tide. At low tides, it is impossible to get to them.

Other constraints include inadequacy of funds to implement all activities; some activities which the project thought were critical could not be implemented due to lack of funds. Implementation is also constrained by the low literacy levels of people in the target areas; this limits rapid understanding of new concepts especially the co-management approaches and the establishment of BMUs.

Political affiliation has influenced acceptance of the approach and delayed project progress in some villages in Mafia and Kilwa districts. In Somanga village for example, the evaluation team noted conflicts between CCM and CUF members which also influenced conflicts between the village government and operations of the BMU.

## **6. IMPACT - EFFECTS OF THE PROJECT AND VALUE ADDED**

### **6.1 Biodiversity and, ecosystems and climate**

There was no recent scientific study to establish the biodiversity nor ecosystem changes of the RUMAKI seascape. However, reports from fishers in Somanga (Kilwa district), Kiechuru, and Kiasi (Rufiji district) and Jimbo and Chunguruma in Mafia district, indicated that establishment of BMUs and CFMAs which now conduct patrols in their areas has yielded some positive results including increases in catch per unit effort observed through the amount of fish landed by each fishing boat and some of the fish species which were hardly seen are now reappearing in the catches. In Nyamisati and Kiasi villages (Rufiji district) for example, fishers reported increases in shrimp and other fish catch per unit effort from 5-10 kgs before 2009 to 30-60 kg in 2010, and similar reports came from fishers of Chunguruma (Mafia District) that dugongs (*Dugong dugon*) are now more frequently sighted by fishers in the area. These have been attributed to the conservation efforts by the BMUs and CFMAs.

Similar patrols have been carried out by BMUs of Jaja, Kiechuru and Kiasi in mangrove forests of the Rufiji delta which cover an area of around 540 km<sup>2</sup> where haphazard cutting of mangroves has now been controlled. Continued healthy growth of mangroves will provide a carbon sink which will in turn help to regulate the global climate and continue to support the lives of other organisms especially fish and shrimps which utilize mangrove areas as their nursery grounds, and migratory as well as local birds as their prime roosting sites and feeding grounds.

At present, the impact of the project on biodiversity, ecosystem recovery and climate change include protection of the coral reefs through BMU patrols and increase in fish catch and diversity, frequent sightings of dugongs and reduction of haphazard cutting of mangroves. Although this achievement may not be very significant due to the short period

of implementation, there are clear indications that good potential impacts and contributions to biodiversity improvement, ecosystem recovery and mitigation of climate change effects will continue to happen through the established BMU activities.

The recent frequent sightings of the dugongs in the RUMAKI seascape signifies the services provided by sea grass beds which are more conserved through control of beach seine fishing which destroy sea grass beds. Also, there has been an increase in catches of rabbit fish around Somanga village perhaps attributed to more healthy sea grass ecosystem.

### ***Ecosystem health***

Ecosystem health recognises the critical links between human activity, ecological change, and health. Because of its multidisciplinary nature, the role of humans in influencing the ecosystem is very prime. For quite some time when fisheries management in the area was centrally managed, the RUMAKI seascape ecosystem health had deteriorated. However, the establishment of BMUs and CFMAs in the RUMAKI seascape, the resources are well managed and acts which lead to the destruction of the environment such as dynamite fishing and use of beach seines have to a great extent been curtailed. Currently, the communities in the RUMAKI seascape area are boasting of increased fish catches, and raised incomes.

### ***Climate change mitigation***

The awareness raising programme conducted among the fishing communities during the establishment of the BMUs is in line with the FAO's guidelines for the Code of Conduct for Responsible Fisheries and the ecosystem approach to fisheries and aquaculture management. The Code describes among other things how fisheries should be managed responsibly, and how fishing operations should be conducted. The code also links fisheries with other coastal zone activities such as protection of mangrove ecosystems which are important to fisheries. The adoption of collaborative fisheries management in the RUMAKI seascape will in the long run help to mitigate climate change, because the communities will be aware of the importance of healthy stands of mangroves in their area which will influence the climate.

## **6.2 Social and economic**

### **6.2.1 Gender equality**

Gender inclusiveness and gender roles in the groups, capacity building to empower women to adequately participate in group activities and in decision making meetings were among steps taken by the project to bring gender equity in the participating communities. The evaluation team observed that majority of members in the VICOBA were women. Majority of women are now participating in various income generating activities. Participation of women in VICOBA and other activities spearheaded by the project, prompted women to increase their business and increased income. This has led to increased children in school because women are now able to pay school fees of their children, and able to wear good clothes. Their participation ability to contribute in the meetings has improved accessibility to other knowledge and information like HIV/Aids, health, nutrition and entrepreneurship. Also, the involvement of both men and women in all project activities has enhanced the community to appreciate and support one another and change traditional stereotypes held by men on women. High level of women participation in projects activities is a positive sign of development.

### **6.2.2 Poverty levels**

High poverty level is among reasons that justify 'strengthening community capacity for fisheries co-management (SCCaFCoM) in Rufiji, Mafia And Kilwa Districts' project. Field observation showed that fish catch has increased due to existence of the project. For example it was observed that Catch Per Unit Effort (CPUE) in Kiechuru and Kiasi villages has increased from 30 kg per day indicated in the baseline to 50 and 60kg to-date. Increased fish catch enable the community including women to transport fish other part of Tanzania. Before the project, a 20 litre bucket of fish received 70,000 Tsh price, to date the price has reduced to 30,000 Tsh because of high level of fish catch. This has increased the capacity of the local community to buy the fish and transport to places with scarce like Nachingwea Masasi where they accrue over 90% profits. Consequently the poverty status has improved.

### **6.2.3 General standard of life**

BMUs and VICOBA groups are performing very well. Both men and women are actively saving and borrowing from the VICOBA groups. Following the establishment of 4 pilot VICOBA groups in North Delta and providing grant of TZS1million (US\$1000) each, the project has received over 20 requests from community members and leaders asking for support to establish VICOBA groups in their areas. The project has also supported 3 villages with 6 mariculture groups (4 crab fattening groups & 2 milkfish farming). A total of 68 BMU members from Mafia and Rufiji were involved. Members of VICOBA groups met in Kiechuru, Nyamisati, Somamga and Kiasi villages indicated that their incomes have improved by over 50% over what it was in the past and are now able to pay school fees for children in secondary schools, invest more in businesses, invest in agriculture, provide support to the households and cloth themselves. One group in Somamga has initiated construction of a guest house. The evaluation team noted that the standard of life, especially among the VICOBA groups, has begun to improve significantly as a result of the project activities.

At the village and district levels, earnings from taxes has increased and sustainability of the tax collection has improved. It was established that financial returns within 7 pilot villages of Kilwa and Rufiji has increased by 49% (from 2,074,700 on Dec. 2008 to 5,996,250 Dec. 2009) as result of fishery tax revenues to the village government funds. This has exceeded 10% estimated by 2010. Further increases in tax incomes to both the village governments and the District councils are expected when the financial sustainability plans become operations and villages formally contracted to collect taxes on behalf of the district.

### **6.3 Governance and management of natural resources**

It is too early to say whether the local institution can develop good governance which can reconcile the interests of the different actors because the institutions are still at the early stages of operation. More time is needed for one to be able to gauge the performance of the institutions versus the behaviours of the various actors. However, it would appear that the promise of some form of financial benefit at individual and community level, along with gaining control over the beaches have provided sufficient incentive for communities to organise themselves collectively in a way they have not done before the project. However, the communities generally have a high sense of ownership over the project activities and believe the established institutions and the sub-committees represent their interests.



The project has built excellent relationships with the local authorities, NGOs and local communities. At the national level, natural resources governance has improved overtime as a result of project activities. Establishment of BMU and CFMA guidelines as well as translation of the fisheries regulation into Kiswahili have facilitated up scaling of co-management processes to other districts. Policies, Acts and relevant legislation are in place to expedite good governance of the natural resources. But what needs to be emphasized is continued support and backstopping the local activities.

### **6.3.1 Policy, legal and strategy frameworks**

The Government adopted the National Fisheries sector Policy, National Fisheries Strategy, The Fisheries Act of 2003 for purpose of ensuring proper fisheries management. This National Policy, Strategy Statement and Acts give responsibilities to the central government, the local government and the local community. Fisheries management in Tanzania is governed by the Fisheries Act No 22 of 2003. This law is trying to meet the objectives of the Fisheries Policy such as community participation. The adoption of co-management through BMUs is stipulated in the Fisheries Act No 22 of 2003 section 18 page 206 of the Act. The Act provides various provisions to improve co-management performance through BMUs. Based on achievements of the project, Government has initiated up-scaling of co-management to other coastal districts. Currently 170 BMUs established in 16 coastal districts. However, it is important that the establishment of these grass-root institutions such as BMUs should be discussed at all levels and agreed upon jointly between local government, the central government and the local community, they should be legally established, and, awareness and education on co-management is key. Sustainability for BMUs requires financial mechanisms and appropriate institutional framework. Field observations revealed that only 16 BMUs have by-laws that have been approved by the villages, and only 6 BMUs have By-laws that have been approved by their respective District Councils. Only 11 BMUs have developed financial sustainability plans (FSP) which guide income and revenue sources and the rest of the BMUs are yet to develop financial sustainability plans.

### **6.3.2 Civil society participation**

The evaluation team observed that community agencies and CSOs were effectively utilized and participated in the implementation of project activities. Nine community based organisations (CSOs) were trained and facilitated to assist awareness creation and BMU establishment. Involvement of CSOs facilitated greater awareness creation on the need for co- management and formation of BMUs. This resulted in the formation of 21 BMUs and 3 CFMAs. Knowledge on co-management and hazards of poor fishing practices has contributed to increased involvement and participation in patrols and other BMU activities as well as involvement in livelihood improvement activities. Participation of Civil Society in project implementation was seen as very effective use of available resources.

### **6.3.3 People's attitudes towards natural resource management**

In the past the awareness of communities towards natural resources like fisheries was finite. Evolving societal attitudes toward natural resources in Tanzania started during 1990s created a new level of awareness that natural systems and behavioural change. The passage of the Fisheries Policy and the Fisheries Act emphasis application of a sustainable management goal to the use, development and protection of fisheries, therefore rekindled the awareness raising. The project has done a commendable job in raising awareness and influencing behaviour change of the communities. Based on

interviews and observations, it is estimated that over 70% of the communities are now aware of co-management principles. However, few people are still not aware nor convinced about the government's intentions of devolving ownership to the communities. Therefore there is a need to continue raising awareness focusing on attitude change towards wise use of the natural resources.

## **7. SUSTAINABILITY, REPLICABILITY AND MAGNIFICATION POTENTIAL**

### **7.1 Sustainability**

#### **7.1.1 Social, legal and political environment - is it conducive?**

The achievements and lessons learnt from implementation of the project are suitable for sustaining co-management and possible replication in other villages of RUMAKI that have not been involved in the pilot project as well as other Tanzania coastal areas with similar conditions. To date over 170 BMUs have been established in Tanzanian coastal communities outside RUMAKI pilot villages. Awareness creation approaches especially the use of village and District change agents, the Co-management guidelines for establishment of BMUs and CFMAs, financial sustainability strategies as well as livelihood improvement initiatives such as VICOBA and other enterprise support facilities provide valuable tools for scaling up. A very conducive social, legal and political environment has been shaped by the project.

At the policy level, the government is in the process of institutionalising the approaches, processes and mechanisms such as the CFMA and BMU guidelines, fishing camp guidelines, by-laws and sustainability strategies developed by the project in all coastal villages to ensure sustainability of the economic and environmental benefits as well as sustainable management of coastal and marine resources. At the same time the district councils should be encouraged to support BMU activities through their district plans.

#### **7.1.2 Post project conservation scenarios**

Sustainability of the project also depends on the post conservation scenario, processes and strategies put in place during the life of the project to conserve the coastal and marine resources. Key institutions such as the BMUs, CFMA and CSOs have been established and their capacities strengthened to understand conservation concepts and to facilitate conservation of resources through periodic patrols. Activities of these institutions would contribute to sustainability of co-management in the target districts. These institutions can only sustain themselves through effective use of available resources at village and district levels. Cost and benefit sharing mechanisms through which BMUs assist in the collection of fishing revenues for the district and retain a share of the proceeds for co-management activities was seen as valuable proposition for auto sustainability of the institutions.

#### **7.1.3 Exit strategy**

No formal exit strategy document has been developed by the project. Processes and activities such as the development of the BMU and CFMA management guidelines, financial sustainability strategy and plans as well as arrangements to get the district councils to appoint BMUs to collect taxes on their behalf are seen as strategies to sustain BMUs and CFMAs beyond the donor funding phase. The evaluation team is of the opinion that a more formal exit strategy should be developed and shared with all

stakeholders.

#### **7.1.4 How can WWF ensure sustainability of project purpose**

Naturally, the district councils with support from the Fisheries Division are required to carry on with project activities through the established local institutions. Assessment of the project achievements to date indicates that considerable energy of the project has been put into awareness creation among the local communities on the need for co-management, guidelines for BMU and CFMA have been established and basic capacities of the various institutions have been built to operationalise activities (section 6.1, 6.2). However, many of the institutions have just started operations and are struggling to find their feet in terms of resources to sustain activities. Some of the BMUs interviewed by the evaluation team were worried about project ending as they could not sustain activities. In the Jimbo Village in Mafia district for example, one of the BMU members responded to a question on sustainability of activities after the project phases out “..... ***if the project leaves we will die naturally as we know the district council will not be able to support our needs for patrols and other activities due to low budgets and low commitment***”.

This indicates that the District Councils, BMU and the CFMA still need technical support in several areas including data collection and analysis, implementation of by-laws and financial sustainability strategies and general governance. WWF can only ensure post project sustainability by providing backstopping and technical support to the district councils and other local institutions responsible for implementation of the purpose beyond the project. A follow up technical support initiative to address the gaps in implementation is recommended.

#### **7.1.5 Key constraints to sustainability**

The evaluation team noted key factors which could limit sustainability of the project purpose. These are discussed below.

##### **1. Low commitment to fisheries activities by the District Councils.**

It was noted that the fisheries departments are generally accorded low priority in the districts council. . Thus fisheries activities were allocated low budgets and very limited resources. This is not a weakness from the project implementation. Due to project activities, however, the importance of fisheries has been established within the Council Management and revenues from fisheries to the districts have started to increase. In Mafia for example, district revenues increased from 12 million Tsh in 2007 to 40 million in 2010 as a result of increased taxes from fishing. Despite this development, district councils have not yet institutionalized fisheries co-management in their annual plans and budgets. Institutionalisation of co-management at policy levels will provide the needed support for sustainability.

##### **2. Limited financial resources at village, BMU and CFMA levels to sustain activities.**

Although local institutions such as BMUs and CFMAs have shown considerable interest and enthusiasm to continue resources management activities, low finances could limit their performance. Studies on financial feasibility of BMUs conducted by the project indicated that none of the BMUs could sustain management activities due to low income and finances (WWF Financial sustainability study 2008). Some of the BMUs such as Kiasi,

Kiechuru and Somanga have now established revenue generating mechanisms to make available funds for the village and BMU activities while others are waiting to get formal tenders from the District councils to collect taxes on their behalf.

### **3. Transfers and movements of trained district staff could influence sustainability.**

Transfers of district staff to other locations or relocation of staff to different activities is a common phenomenon within the district councils. This can cause considerable brain drain and limitation to sustainability. This can be avoided by training several staff within a district in sustainable marine and coastal resources management to ensure continuity of activities.

### **4. Limited experience in operationalisation of BMU and CFMA plans**

BMUs and CFMAs operations are at infant stages. By laws, management plans and financial sustainability plans which guide operations of these local institutions have been developed by most villages. At present, 16 out of 23 BMUs have their by-laws endorsed at village level while 6 in Mafia district have been endorsed at District level. All 22 BMUs have also developed management action plans except one in Kilwa, while only 11 out of 23 BMUs have developed financial sustainability plans (FSP) which identify potential income and revenue sources. Effective operations of these plans and strategies will require substantial support from experienced technical personnel and district councils.

#### **7.1.6 Linkages between village credit schemes and fisheries management and conservation at local level.**

VICOBA is one of the main village credit scheme introduced to the RUMAKI districts through the livelihoods development programme. The evaluation team observed that VICOBA groups are performing very well in all districts. Both men and women are actively saving and borrowing from the VICOBAs. Many, especially women, are experiencing economic independence and benefits including payment of school fees, investments in businesses, acquisition of assets (land and housing), investments in agriculture and support to the households. VICOBA are helping to shape the economic profile and attitudes towards development in general. This economic development is empowering women to participate in BMU meetings and sub committee activities and development initiatives. In general, village credit schemes (VICOBA) has played a very important role in facilitating involvement of village communities in conservation activities. This is seen as a very positive development for subsequent co-management initiatives.

### **7.2 Replicability and magnification potential**

The SCCaFCoM project was set up as a pilot project to evaluate lessons learnt from Co-management in other areas such as the Lake Victoria region and Tanga. As a pilot, the project has put in place institutional and operational modalities for involvement of fisheries communities and co-management of marine resources. Specifically, the project has produced key implementation documents including, guidelines for establishing community collaborative fisheries management in marine waters of Tanzania, strategies and guidelines for co-management of Camping sites, development of financial sustainability management strategy and facilitated development of village conservation by-laws (see also section 6.1 and 6.2). These documents support establishment of BMUs, CFMA,

facilitated planning and implementation of conservation plans and general implementation of co-management initiatives. Based on achievements of the project, Government, through the Fisheries Division has initiated up-scaling of co-management to other coastal districts. Currently, 170 BMUs have been established in 16 coastal districts. The project can further influence policy at national and district levels through publication of advocacy documents/materials and policy briefs based on environmental impacts of poor fishing and management of coastal resources, achievements and positive experiences of the SCCaFCom project.

## 8. LESSONS LEARNT

The following lessons have been learned during the implementation of the project.

### **1. Communities are able and willing to own and effectively manage fisheries resources if given the chance and power**

Communities in all villages visited have shown a true sense of enthusiasm and willingness to protect and manage their marine and coastal resources. These include fishing grounds, mangrove forests and other off-shore resources. The project has built a strong sense of ownership of the resources among the communities. The Chairman of the BMU in Kiechuru village Rufiji district said, “ .....*The people in this village are now aware that the fish and forest resources belong to us and we are ready to protect and conserve them. Introduction of the BMU and VICOBA have greatly improved fish stocks, fish caches per unit effort has increase and life in general has improved in this village.*”

### **2. The level of trust between the district officials and communities would sustain project achievements**

Collaboration between the project and district staff in creating awareness and working closely with communities has built some level of trust between the communities and the district. Fishers and BMUs now see district officials as colleagues and not police. The districts at the other hand are willing to devolve tax collection activities to the community institutions. This trust must be maintained for the benefit of the districts especially in revenue collection, promote effective conservation of resources and improving livelihoods of the communities.

### **3. Clear guidelines, establishment of local institutions with responsibilities, development of management plans and local by-laws have established a strong base for fisheries resources co-management**

Guidelines for establishment and management of BMUs and CFMAs are simple and user friendly. They provide good tools for management of BMUs and CFMAs. Community groups are able to use them to establish management and activity plans.

### **4. The use of local village change agents, CSOs, Faith Based Groups and communities to educate others has had great impacts on adoption of co-management approaches.**

Village level change agents, trained CSOs and faith based groups such as Imams, pastors, Christian and Muslim organizations have helped in creating awareness on co-

management. These agents were able to penetrate the communities with the language they understand and using non conventional communication strategies. A member of the CSO group in Kiechuru said, “..... ***the fishers were very difficult to reach, we had to follow them to camps far away and stay there with them for several days to talk to them and ownership of the marine resources, sustainable fishing and BMU concepts. We are very happy many of them are now aware and have joined the BMU***”. This approach would be useful in the scaling up process in other areas.

#### **5. Economic and income generating interventions such as the VICOBA have provided the engine for livelihoods development and BMU establishment.**

Livelihoods interventions such as the VICOBA have been noted by the communities, district officials and Ministry officials as key catalysts to the successful establishment of BMUs. Members of various VICOBA groups in Kuechuru, Somanga, Kiasi and other villages recalled economic and social benefits gained from VICOBA.

***“The VICOBA has helped us to improve our business of fish frying and selling in this village. We are now able to buy fish worth more than one million shillings with capital borrowed from the VICOBA. We are also able to reach distant markets such as Nachingweya to sell our fish with good profits. This has helped us to pay school fees for our children in secondary schools and take care of our homes. Now we can also afford to attend BMU meetings and contribute to development activities in our village...”*** explained proudly by women from Mwammuko, Jitegemea and Kumekucha VICOBA groups in Somanga village.

## **9. OVERALL ASSESSMENT**

### **9.1 Overall assessment of project**

As a pilot, the project has put in place robust institutional and operational modalities for involvement of fisheries communities and co-management of marine resources. It has produced key implementation documents including guidelines for establishing community collaborative fisheries management in marine waters, strategies for co-management, camping guidelines, financial sustainability management strategy.

Based on achievements of the project, Government has initiated up-scaling of co-management to other coastal districts. Project has also contributed to development of the fisheries regulation of 2005 which now recognizes the establishment of CFMA as an apex body beyond the BMU. The livelihood initiatives through the VICOBA are improving lives and livelihoods of the communities. BMU and VICOBA concepts have empowered women to participate in village and committee meetings and other development activities. Capacity for planning has improved at the village level. Several lessons have been learnt and challenges which need to be further addressed have been documented.

Overall, the project has achieved 80% its intended outputs and purpose. This has provided a formidable foundation towards achievement of the goal of improving socio-economic well-being of coastal Rufiji-Mafia-Kilwa communities through sustainable, participatory and equitable utilisation, management and protection of marine and coastal resources. Full capacity implementation of the tools and processes developed by the

project as well as documentation of social and ecological impacts are yet to be realised.

## 10. CONCLUSION AND RECOMMENDATIONS FOR THE WAY FORWARD

### 10.1 Conclusion

Generally, the review concludes that the project on strengthening community capacity for fisheries co-management (SCCaFCoM) in Rufiji, Mafia and Kilwa districts has largely been successfully implemented. The cooperation between the Project's Management and Staff; Government leaders at the ministerial, district and village levels; CFM District Change Agents (the Fisheries and Forestry Officers and the District Project Executants); Village leaders, Leaders of Village Fisheries Co-Management (FCM) Groups; CSOs at district and village levels as well as villagers/fishers seems to be functioning relatively smoothly. This collaboration has created stronger bonds and trust among the partners.

Project is in line with the fisheries policy to promote conservation, development and sustainable management of the fishery resources. It promoted community based collaborative fisheries management approach through the BMUs and CFMAs. Assessment of the project achievements to date indicates that sizeable energy of the project has been put into strengthening community capacity for fisheries co-management, guidelines for BMU and CFMA have been established and basic capacities of the various institutions have been built.

VICOBA has been introduced through the livelihoods development programme as among main village credit scheme, and the groups formed under the VICOBA are performing very well in all districts. The VICOBA seems to be helping shaping the economic profile, attitudes towards development and overall livelihood improvement of the communities.

The project has put in place institutional and operation modalities for involvement of fisheries communities and co-management of marine resources. It has facilitated the development of Co-management guidelines and developed strategies for fishing camp guidelines and establishment of sustainable financial management strategies. These provide inputs for Replicability and scaling up of the co-management approach to other areas.

However, there are challenges that need to be addressed by the project, the development partners and other stakeholders. The challenges include: how the institutions (e.g. BMU and CFMA) just established and started operations and are struggling to find their feet in terms of resources can sustain processes and activities planned. Given the low priorities of fishing within the district councils, it is apparent that the limited financial resources at village could limit their BMUs' performance and reduce the enthusiasms that has been already ignited if not supported by the districts.

### 10.2 Key Recommendations

Based on the findings of the final evaluation, the following recommendations have been made to improve follow up implementation and sustainability of the co-management approach in RUMAKI and other areas.

i). The institutions built (e.g. BMU and CFMA) are still at the infant stages of implementation of co-management and governance activities. It is too early to assess their full performance as some of the villages have not yet initiated implementation of the by-laws and financial sustainability strategies. Therefore, further investment and support of these already established institutions to further improve implementation modalities is recommended. It is suggested that the district councils could assume implementation of the initiatives together with the communities while NGO service providers such as WWF continue to provide technical support and backstopping to the communities and district councils. A three year support time frame for further incubation could be considered.

ii). At present, fish catch data and other data sets are being collected by the BMUs. Information and results from this data are supposed to provide inputs and guidance to the planning process at the village and district levels. However, the district councils, for various reasons, are currently not able to analyse the data and provide inputs to the village planning processes. To improve the usefulness of the data collected, efficiency of data analysis needs to be improved. The Fisheries Research Institute (TAFIRI) and universities could be contracted to provide the needed technical support for analysis and data summaries in real time.

iii). Information dissemination and awareness raising even within and outside the project area is crucial for the project results and achievements to have wider application. Communication and dissemination of information are some key challenges in the RUMAKI project. In the course of implementation of this project many lessons have been learnt and achievements realised. These need to be consolidated and shared with national, district and local stakeholders. As part of the project extension, a comprehensive communication strategy should be developed which clearly defines types of messages to be developed, communication materials to be used and means of communication to reaching out to the communities, district and national level stakeholders.

iv). In order to ensure sustainability of the co-management initiative, it is important to involve the district authorities, Ward and Village structures at all stages of implementation. This can be achieved through involvement in planning and activity conceptualisation, implementation of activities, monitoring and evaluation. The evaluation team observed that BMUs were more established and working effectively where village governments provided support. BMUs should see themselves as an implementation arm of the village government. This will bring harmony and improve implementation at village level.

v). The use of CBOs, community change agents was seen to be very effective in awareness creation. However, their training was very limited. Some had only 3 days of training, thus they have challenges in explaining the co-management approach to the communities. Capacities of the existing CBOs and other emerging CBOs should be further improved to increase their effectiveness.

vi). **Financial sustainability strategies as well as livelihood improvement initiatives such as VICOBA provide valuable tools for scaling-up. However, no assessment has been conducted so far to determine the livelihood impact of the VICOBA. Besides the project evaluation exercise, a more detailed assessment of the impacts VICOBA and co-management initiatives on livelihood of the communities should be**



**undertaken. This will provide information on the level and nature of impacts of the livelihood programme and co-management initiative to the communities, and identify areas for improvement.**

vii). Based on stakeholder and beneficiary assessments and the evaluation team analysis, livelihood initiatives such as the VICOBA and the material support have greatly facilitated economic development of the communities and subsequently the success of the BMUs. It is recommended that livelihoods initiatives such as VICOBA should be increased and used as an entry point into new communities.

viii). The current VICOBA groups are growing rapidly and increasing their enterprises. The women are at the forefront of this growth. They are however limited by the level of capital they can borrow from. Groups in Somanga village, for example said the demand for loans has increased greatly but can only now loan to just a few people. It is recommended that the capital base of the VICOBA be increased from the current one million Tanzania Shillings to at least 10 million. The VICOBAs should also be linked to community banks such as the banks operated by MACEMP for additional borrowing.

ix). The district councils in the project area should budget and set aside substantial funds to support various co-management operations.

x). Sustainability of the BMUs and CFMAs depends on availability of funds. The District Council and village governments should be encouraged to sub-contract the BMUs to collect taxes and duties on their behalf so that the BMUs could retain some percentage of the revenue collected.

### 10.3 Way forward

As a way forward, the evaluation team recommends a detailed synthesis of all available data, information and experiences gained from implementation of the co-management approach to identify gaps and strategies for further interventions and follow-up projects. Action points which need immediate attention are presented in table 9. The 7% remaining funds in the current budget could be used to implement some of the remaining activities within the first 3 months of 2011.

**Table 1: Action points**

Action point	Deadline	Responsibility
1. Current project to complete all remaining planned activities.	Jan 2011	SCCaFCoM
2. Facilitate endorsement of village and BMU by-laws and initiate implementation.	March, 2011	Village councils and SCCaFCoM
3. Conduct a detailed socio economic /livelihoods impact assessment to identify gaps.	March, 2010	SCCaFCoM
4. Speed up implementation of BMU/CFMA financial sustainability strategy.	March, 2010	District Councils

5. Prepare exit strategy to inform all stakeholders	March, 2010	SCCaFCoM
6. Consolidate data collection, analysis and feed back mechanisms to all stakeholders for inputs into the district, village and BMU planning process.	March, 2010	SCCaFCoM
7. Identify and consolidate areas for possible scale up of the co-management approaches and backstopping to RUMAKI districts.	March, 2010	SCCaFCoM, RUMAKI

## ANNEXES

### Annex 1: Evaluation TORs

Project No.:

WWF: 9f0710

WWF-Norway: 5014

NORAD: GLO-05/312-7 (2006-2008); GLO-08/449-3 (2009); GLO-08/449-22 (2010)

Project Name: Strengthening Community Capacity for Fisheries Co-Management – (SCCaFCoM)

### TERMS OF REFERENCE

#### Evaluation commissioned by:

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#### 1. Introduction

This Project Evaluation is commissioned by WWF-TCO and forms part of the requirements of the funding agency, NORAD, through WWF-Norway. The main purpose of the

evaluation is to assess and review of the relevance, effectiveness, efficiency, impact and sustainability of the project within the context of the larger Rufiji-Mafia-Kilwa (RUMAKI) Seascape Programme in order to conclude if the project has delivered its intended benefits and ultimately provided value for money. The evaluation will also serve to guide the design of similar projects in the future and generally contribute to organizational learning. It also forms part of WWF’s desire for transparency. For details on the scope of the evaluation and evaluation criteria see Section 4 below and Annex 6 – Evaluation Report format. The Evaluation Report, when finalized and approved, will be posted on the WWF Connect website and a summary of the report will be posted on the NORAD and WWF-Norway websites.

## 2. Project Background and Context

### 2.1 Summary of project Information

Project Name	Strengthening Community Capacity for Fisheries Co-Management – (SCCaFCoM)
Project Location	Rufiji-Mafia-Kilwa Seascape (RUMAKI), Tanzania Country Office
Project reference numbers:	
WWF:	9f0710
WWF-Norway:	5014
NORAD:	GLO-05/312-7 (2006-2008); GLO-08/449-3 (2009); GLO-08/449-22 (2010)
Project budget	2006: NOK 960,000 (expenditures NOK 936,321) 2007: NOK 1,741,642 (expenditures NOK 1,567,450) 2008: NOK 1,970,456 (expenditures NOK 1,660,845) 2009: NOK 1,850,000 (expenditures NOK 1,777,311) 2010: NOK 2,230,031 (expenditures due December 2010) Current exchange rate: 1 NOK = 220 Tanzanian Shilling (TZS)
Donor(s)/ funding sources	NORAD via WWF-Norway (NORAD 90% and WWF Norway 10%)
Implementing agency and partners	WWF-Tanzania Country Office (WW-TCO), Fisheries Division, Local Authorities (Districts & Village governments), CSOs, Local NGOs and coastal communities.
Contact person	Julitha Mwangamilo, WWF-TCO

	Email: <a href="mailto:jmwangamilo@wwftz.org">jmwangamilo@wwftz.org</a>		
Start Date:	2006 – January	Expected End Date:	2010 – December
Network Initiative / Ecoregion Programme / Priority Place(s)	WWF Coastal East Africa Initiative/ Marine Programme / Global 200 Ecoregion(s)		

## 2.2 Geographical location

The RUMAKI seascape (Annex 9) comprises the coastlines and adjacent marine territorial waters of three administrative Districts on the central-southern Tanzanian coast; namely Rufiji, Mafia and Kilwa District (see Fig.1 Map). All three districts are south of Dar es Salaam. Rufiji and Kilwa are mainland districts, and Mafia is approximately 15 km offshore from the Rufiji Delta. The natural resources and habitats below the high spring tide mark (i.e. intertidal & sub-tidal marine areas including mangrove forests, coral reefs and marine fishing grounds) are the primary concern of the WWF programme. But other coastal terrestrial natural resources used by the same coastal communities that subsist on fisheries and mangrove resources may also become concerns of the Project, since the Project is concerned with all matters affecting the fishery. The RUMAKI Seascape area is estimated roughly at 9,500 km<sup>2</sup> (see Project Document, 2005).



**Figure 1: Map of SCAFCOM project area**

2.3 Biodiversity importance of project area: Natural resources and biodiversity values

**Coral Reefs**

Mafia and Kilwa Districts have significant coral reef habitats, while Rufiji District, except for off Pombwe in the south delta does not. The Mafia reefs are in good condition, and have been ranked amongst the best in Eastern Africa. They contain high levels of diversity; including 48 genera (278 species) of scleractinian (hard) corals (Obura, 2004) and more than 400 fish species. Kilwa District has an extensive fringing reef along the coast and around the Songosongo islands, as well as numerous patchy reefs between the mainland and the Songosongo Archipelago. These reefs also have similarly high levels of coral reef fish and benthic life diversity as Mafia.

The main global threat to the reefs stems from coral bleaching, caused by changes in water temperature associated with global climatic changes (e.g. El Niño effect). Dynamite fishing and other forms of fishing (e.g. seine nets, trampling and anchors) cumulatively form probably the largest amount of local damage to reefs. Large scale clearance of natural habitat in the Delta and along the Rufiji River have led to a significant increase in sediment discharge to the western side of Mafia; this is linked with an increase in stress in coral communities on this side of the island.

### **Fisheries**

All three districts have a rich and diverse array of fisheries resources. Those in Rufiji consist of both freshwater and marine species, where there are over 40 freshwater species in the Rufiji River and flood plain lakes, and over 30 marine species in the Rufiji delta.

### **Non-fish aquatic resources**

Mafia and Kilwa coastal areas are known for their *cephalopod* (specifically octopus and squid) and crustacean fisheries, the latter consisting mainly of spiny lobsters and crabs. Sea cucumbers, bivalves and cowrie shells (all molluscs) are highly valued by local people and are thus, in most cases, over-exploited. Rufiji is known for its Penaeid prawns, Sergestid shrimps, lobsters and mud crabs, as well as molluscs such as clams, cockles and snails. There is growing concern about over-harvesting of many of these resources, notably prawns and sea cucumbers. Poor recruitment levels and a predominance of juveniles have been observed.

### **Turtles**

All three districts contain key feeding, nesting and breeding sites for marine turtles. Turtles and their eggs are protected under Tanzanian legislation, yet hunting for turtle meat and eggs is still common. Turtle populations are now endangered, and enforcement of their protection is imperative in all three districts. In Mafia, the estimated annual nesting population is 100-150. At least three nesting sites have been identified outside the Mafia Island Marine Park (MIMP) area. However, they remain unprotected. In Kilwa, four nesting sites, including the coastal strip between Kilwa and Lindi have been identified as critical sites for the local turtle population. In addition, Pumbavu Island (Dabali juu) and Funguni are earmarked as breeding and nesting sites. There is very little information on the turtle population ecology for Rufiji. Nonetheless, the sandy beaches at Ras Dima and Jaja are considered important turtle feeding, nesting and breeding sites.

### **Dugongs**

The southern section of the Rufiji Delta (especially Mohoro Bay) harbours the only remnant dugong (*Dugong dugon*) population in Tanzania, notwithstanding the odd rare sighting in northern Tanga around the Kenyan border. Unfortunately, dugong meat is universally considered a delicacy amongst fishers and there are fears that dugong are close to becoming extinct. Nonetheless, all three districts have had dugong sightings within the past three years. By far the main threat to dugong is incidental capture in gillnets. Damage to seagrass habitats by prawn trawlers and increased turbidity may add to the pressure, but these impacts are probably marginal.

### **Mangrove forests**

The Rufiji Delta contains the largest contiguous block of mangrove forest in the Western Indian Ocean and is rivaled only by the Zambezi Delta in Mozambique in overall mangrove cover. Rufiji's forests represent 53% of the nation's mangrove resources, and cover a total area of 540 km<sup>2</sup>. Although there has been no data on forest coverage or composition collected since 1991, it is thought that forest coverage has reduced in the past ten years. Forest sections are cleared for timber, and to make way for rice cultivation. There are seven Joint Forest Management Plans currently in process, and the District Council is in the process of taking over management of the mangrove forest resources from the Forest and Beekeeping Division. Management plans will be incorporated into the District Forest Action Plan. In contrast to Rufiji, mangrove forests in Kilwa and Mafia Districts are more fragmented and cover a smaller total area; Kilwa nonetheless has 225 km<sup>2</sup> (1991 data) and Mafia has a more modest 34.7 km<sup>2</sup> (1989 data). Mangrove forests perform very important functions towards maintaining the stability of the fishery habitats of the whole seascape and directly act as nursery and spawning sites for many fish species.

### **Migratory water birds and other species**

This area, especially the Rufiji Delta, the Mafia-Rufiji channel and all the mangrove forests constitute prime roosting sites and feeding grounds for thousands of migratory and local water birds. The Mafia channel, for example, is a rich feeding ground for sea birds such as terns, gannets, brown noddies and boobies. The bird status of the area is one of the main criteria for designation of part of the area as a Ramsar Site, a wetland of international importance. Bird diversity and population levels are an indicator of the health and integrity of the fishery habitat.

### **Coastal forests**

Rufiji and Kilwa Districts have significant areas of Lowland Coastal Forest (of international biodiversity significance). In contrast, Mafia has only a few square kilometers of Lowland Coastal Forest. The coastal forests are part of one of the 25 global biodiversity hotspots and the hotspot that loses most species per unit area that is being lost.

Despite legislative protection as District, Village Land, or National Forest Reserves, illegal harvesting is common in the Lowland Coastal Forests which have roles in coastal soil conservation and climate stabilization which in turn influence the state of the fishery.

### **Wild Animals**

Rufiji and Kilwa coasts have a rich array of wild animal; less so Mafia. Species include lions, hippopotamus, crocodiles, monkeys (e.g. Sykes' Monkey) and bush pig who either threaten the lives of communities or place increased labour demands for crop protection on farmer/fisher families and reduce crop yields in all 3 Districts. Lowland Coastal Forests harbour duiker, elephant shrews, endemic toads, numerous species of birds and a wide diversity of invertebrates.

### **Conservation areas**

The RUMAKI seascape arguably contains the finest representative complex of characteristic tropical marine habitats and species found in the Eastern African Marine Ecoregion (EAME). As previously mentioned it includes the largest contiguous block of mangrove forest in Eastern Africa (540 km<sup>2</sup>) in the Rufiji Delta; extensive and diverse coral

reefs in Mafia and the Songosongo Archipelago; and extensive seagrasses, algal beds and intertidal flats. This habitat diversity gives rise to some of the highest marine species diversity in the region. Of the taxa that have been studied, there are at least 400 species of fish, 278 species of hard coral, 140 species of algae, 12 species of seagrasses and 9 species of mangrove recorded for the area.

The southern part of the Rufiji Delta provides the last refuge in Tanzanian waters for dugong (*Dugong dugon*), which are severely threatened throughout the West Indian Ocean (WIO). All five of the WIO marine turtle species occur within the seascape and current data indicate that up to one third of Tanzania's nesting populations depend on beaches around Mafia.

Several endemic plants, amphibians and invertebrates are found in Mafia Island's dry coastal forest. The rare coconut crab is still found on uninhabited islets in the area. Crocodiles and hippopotamus are abundant in the Rufiji Delta and a small population of the latter is established on Mafia.

There are over 130 bird species including goliath herons, pink-backed pelicans and nesting crab plovers. Several specimens of the rare, prehistoric *coelacanth* fish were caught in 2003/04 off Songo Mnara, an island near Kilwa.

The RUMAKI seascape is hugely important nationally for its artisanal and commercial crustacean and finfish fisheries. The Rufiji Delta yields around 70% of the national prawn catch; Mafia Island provides up to 60% of finfish for Dar es Salaam markets; and over half of national octopus exports are taken from Mafia and Kilwa. Part of Mafia Island is contained in a nationally protected area, the Mafia Island Marine Park.

All mangroves throughout the seascape are officially designated as national forest reserves. Part of the complex has been declared a Ramsar Site. The remaining areas of the seascape have no official protection status.

#### 2.4 Policy and legal context

The Fisheries Division of the Ministry of Livestock Development and Fisheries deals with fisheries issues at national level. At District level the District Lands, Natural Resources and Environment Department/ Office (DLNREO, formerly known as DNR Office) has a special section dedicated to fisheries. At Ward level a team of employees from the District Council are responsible for all ward matters. However, the line departments are not always represented at ward level. Some wards within the seascape have a Fisheries Officer. At village level, according to the national constitution, all environmental matters are the responsibility of the village government, which comprises a Village Assembly (all adults over 18 years of age) which elects 25 member Village Government Council as its executive body. From the Village Government Council three statutory committees are chosen: Planning and Finance (Fedha na Mipango), Protection/Safety and Security (Ulinzi na Usalama), and Health and Social. Other committees can be constituted as and when the Village Assembly requires them often as directed to do so by the Central and Local Government authorities and often in relation to a programme or project. Thus all villages are recommended to have a committee dealing with environmental issues. Most villages within the seascape have such a committee whose establishment is linked to the National



Mangrove Management Project, the Mafia Island Marine Park structure, the Rufiji Environment Management Project or other programmes and projects.

Beach Management Units (BMUs) under Village Government Council support are responsible for enforcement of the Fisheries Act and Fisheries Regulations, preparation of by-laws to supplement the implementation of Fisheries Act and Regulations, ensures beach sanitation and hygiene, collection of fisheries data or information, educate other fishers on the negative impact of illegal fishing practices and other environmental issues that affect the fishery resources and the general environment, prepare and implement economic sub-projects and ensure security of the people and property. Establishment of BMU guidelines and clarification of the roles of all institutional actors in fisheries management forms an important component of the SCCaFCoM project. The rules including those for selection of the members, the responsibilities of each member, and disciplinary actions on default, duration of membership and leadership of the institutions are all agreed in the guidelines. Fishery areas may be found to be smaller than the lowest legally established administrative unit that is the village, or may straddle more than the one village administrative area. The latter may not fall neatly into a discrete Ward (administrative unit higher than the village which usually contains 4 to 6 villages). Partly as a consequence of these factors, there is strong support by the government with respect to collaborative fisheries management. The government looks at it as an option to reduce management cost involved in fisheries and to increase efficiency in managing fisheries resources. Consequently, the government has Fisheries Policy and Strategy Statements of 1997 (under review) and Fisheries Legislation which provide for the establishment of Beach Management Units at village level.

This participatory approach is a way of enabling fishing communities and other stakeholders to gain sovereignty over fisheries resources. When fisheries resources are shared among villages, there may be a danger of conflict in managing a common property. Therefore, the establishment of Collaborative Fisheries Management Areas (CFMAs) enables several BMUs sharing common fishing ground(s) to work in partnership in managing the shared resources. CFMAs enhance sustainable fisheries and coastal resources management, good governance and conflict resolution on fisheries resources use. The positive view towards CFMAs is drawn from a combination of observations about their use and success of participatory approach in other sectors in the country. The experiences of using similar approaches to successfully protect pristine areas and restore degraded environments in terrestrial settings, and the conclusions that have been drawn from the management of protected marine areas already have been recognized by the government of Tanzania and other countries. The 'institutional' situation is compounded by the existence of traditional rights of 'outsiders' (non-residents of the coastal villages) to the fishery. This is particularly relevant in Rufiji delta where inner delta villagers have for centuries allowed coastal villagers to cultivate in the inner delta in exchange for fishing rights on the coast.

The Fisheries Policy of 1997, Fisheries Act of 2003 and Fisheries regulation (2009) are the main national guiding documents to which the project adheres where BMU is recognized as a legal unit for management of marine and coastal resources. Other relevant legislation include the Environment Management Act (2004), the Wildlife Management Act (2009) the Forest Act (2002), the Land Act (1999) and Village Land Acts (2001).

## 2.5 Social, and economic context

### Socio-economic status of Tanzania's coastal population

Tanzania has 1,420 km of coastline on which over 8 million people, some 25% of the population, depend to varying degrees for their livelihood. Some coastal districts are among the poorest in the country, and the majority of the population lives in poverty. The two administrative regions in which the SCCaFCoM project is operating (Pwani and Lindi) are among the lowest five regions in Tanzania for Human Poverty Index<sup>1</sup>. Health, education and water facilities in particular are very poor throughout rural coastal areas. Women's status is particularly low with evidence that female-headed households are poorer in terms of income, assets and educational levels. Women's access to decision-making about resources is also lower than in most parts of Tanzania, because of their lower social status than men and their time constraints. Several small island communities in particular lack any ground water. At the same time, these coastal areas harbour natural habitats, ecosystems and plant and animal species of tremendous local, national and international importance. The challenge facing the country, and its partners, is to find ways to encourage and support the sustainable economic development of coastal communities in order to alleviate poverty and eradicate hunger, while at the same time husbanding and conserving the unique biodiversity found in coastal areas. The coastal areas also hold resources of artisanal and large-scale commercial importance, including fish and crustacean stocks, tourism, gas and petroleum. Increasing industrial development in a limited number of coastal towns is also threatening the areas through pollution. The effective management of this complex, different and sometimes conflicting interests is the key to the long-term, sustainable economic development of the area.

### Economic activity and livelihood sources

The main sources of cash income for coastal communities in the three Districts are currently fishing (primary livelihood activity for many communities on Mafia) and subsistence agriculture (primary livelihood in Kilwa & Rufiji), but there are also many other activities that contribute to household revenue and the economies of the Districts.

### Links with other projects and programmes

The project is closely linked to the general WWF – RUMAKI Seascape programme, the EU and UK financed RUMAKI Seascape programme and MACEMP. All projects are involved in promoting Co-management and livelihood support programmes in the RUMAKI area.

## 3. The Project Log frame

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<sup>1</sup> Tanzania Socio-economic Database; National Bureau of Statistics. 2002.

The full Logical Framework Analysis (LFA) is attached as Annex 3. While the RUMAKI programme is designed to address the overall issues described in Chapter 1, the SCCaFCoM project LFA has been drawn up to specifically strengthen fisheries co-management within the project area.

### 3.1 Project Goal

The goal of the Project is “Improved socio-economic well-being of coastal Rufiji-Mafia-Kilwa communities through sustainable, participatory and equitable utilisation, management and protection of marine and coastal resources”.

### 3.2 Project Purpose

The purpose of the Project is “to strengthen the capacity of communities & local authorities to engage effectively in sustainable fisheries co-management initiatives within the Rufiji-Mafia-Kilwa seascape in Tanzania”.

### 3.3 Project Outputs

Output 1: Community local management bodies responsible for fisheries co-management established and/or strengthened.

Output 2: District capacity to engage in fisheries co-management strengthened.

Output 3: Collaborative fisheries management plans (CFMPs) developed for six collaborative fisheries management areas (CFMAs) and implementation initiated.

Output 4: Capacity of community fisheries co-management groups to collaborate in data collection and to apply fisheries information in decision-making strengthened.

Output 5: Capacity strengthened within civil society organizations (CSOs) to engage in lobbying & advocacy on fisheries management issues

Output 6: Livelihood activities supported to strengthen engagement with community groups involved in fisheries co-management

Output 7: Lessons learned disseminated to relevant parties interested/involved in fisheries co-management initiatives within EAME.

#### 4. Scope of the Evaluation

This evaluation refers to the part of the RUMAKI programme financed through WWF – Norway, i.e. the SCCaFCoM project. It will therefore be of importance in the evaluation to clearly distinguish between the actual effects of the project as compared to the effects of the overall RUMAKI programme (Refer original project document and other relevant RUMAKI programme document in Annex 4: Documents to be consulted). The Project final Evaluation is expected to address the following:

##### Relevance and Quality of Project Design

Assessment of the relevance and quality of the project design i.e. is the project design adequately addressing problems and needs and is it consistent with beneficiaries' requirements and national priorities. The following questions should be answered at a minimum:

Are the goal and purpose of the project still relevant, i.e. to what extent has the project responded to priority conservation, socio-economic and other identified issues of concern? If not, what has changed from when the project was designed and why?

What is the value of the project intervention in relation to WWF's Global Conservation Programme and to regional and national conservation priorities, policies and strategies etc.?

Given the project goal and purpose, have the implementation strategies been appropriate, i.e. is the LFA logical and complete? (Refer to Annex 1: Project Logical Framework Analysis)

Has the project monitoring system, including design of indicators, been appropriate?

Have the assumptions and estimation of risks been complete and realistic?

Does the project have buy-in and support from all stakeholder levels, i.e. has it met stakeholder expectations?

How well is the project aligned with other donor or government projects and programmes? (See also annex 7)

##### Effectiveness (Achievement of purpose)

Assessment of the major achievements to date in relation to stated purpose of the project. The following questions should be answered at a minimum:

With reference to the LFA indicators, other criteria if appropriate, and project monitoring data, has the project achieved its purpose and outputs, and to what extent will the project contribute to the overall goal (Quantitative assessment)?

Are any conservation and socio-economic achievements likely to occur as effects of the project after the end of the project?

Has project biological and socio-economic monitoring data been appropriately recorded, stored and disseminated?

Has the project contributed to raising capacity in natural resource management or other areas?

Has the project failed in any respect, and if so explain why?

What are the views of the various stakeholders on the achievements of the project (qualitative assessment)? – Also refer to the project stakeholders in annex 8.

#### Efficiency of Planning and Implementation (Sound Management)

Have funds, capacity, time and other resources been efficiently utilised to achieve the project purpose and outputs, i.e. has the project provided value for money and effort? The following questions should be answered at a minimum:

#### Financial

What percentage of available funding has been utilised (analyse by budget line and total expenditures)? Explain any over or under expenditures.

Have funds been transferred efficiently from donor to the project and then utilised efficiently? If not, explain what the problem was.

#### Implementation

What percentage of activities in the workplan has been delivered?

Was monitoring data collected as planned and used to inform project planning and implementation?

Has project implementation been adaptive and pro-active, responding to changes and lessons learned?

What learning processes have been in place and who has benefitted (e.g. training, self-evaluation, exchanges with related projects etc.)

#### Management factors

Did the project experience any capacity gaps?

Have project staffs performed efficiently?

How has the working relationship within the team and with partners, stakeholders and donors been?

Has internal and external communication been effective and efficient?

### Impact

Assessment of the impact of the project, whether positive, negative, primary or secondary long-term or short-term, and produced directly or indirectly as a result of project interventions. The following questions should be answered at a minimum:

What impacts has the project as a whole had on biodiversity conservation or is likely to have?

What are the likely long-term natural resource management impacts of village credit schemes?

What impacts have the project had on people in the project area with special reference to women and youth poverty levels, and gender equality?

To what degree has the project met stakeholder expectations?

What impact, if any, has the project had on the role of civil society (Refer to Annex 2 – Capacity scoring tool)

What impact, if any, has the project had on policy, legal and institutional frameworks relating to sustainable natural resource management.

Has the project in any way contributed to low carbon development pathways and climate change adaptation or mitigation.

What impacts has the project had on people's attitude and perception towards natural resource management?

### Sustainability, replicability and magnification potential

Assessment of the key factors affecting sustainability and up-scaling of project activities. The following questions should be answered at a minimum:

#### Sustainability

Does the SCCaFCoM project have a clear exit strategy, including how to ensure continuity of project activities and conservation gains? (See also Annex 4 bullet ix: The relevant documents/process that has been produced for implementation of the project (BMU

financial sustainability strategies, Surveillance protocol, CFMA management plans & Bylaws; Camping guidelines, BMU & CFMA guidelines)

Is the social, legal and political environment in Tanzania conducive to sustainability and replicability of project results specifically and fisheries co-management through the BMU concept in general?

What is the likelihood of continuation of initiated conservation activities and lasting benefits after the project is closed?

Which are the key constraints to sustainability of project activities and conservation gains?

Sustainability: A project is sustainable when it continues to deliver conservation results indefinitely after most or all external support has been removed

### Replicability

Is there evidence of organisations/partners/communities copying, up scaling or replicating project activities beyond the immediate project area, and is such replication or magnification likely?

Can the project be replicated without additional donor funding and technical assistance?

### Lessons learned

What lessons and experiences have resulted from the project? The following questions should be answered at a minimum:

Has the project provided any exceptional experiences that should be highlighted e.g. case-studies, stories, best practice?

What are the lessons learned and best practices derived from this project, especially in terms of fisheries co-management as a marine conservation tool?

How are lessons learned and best practices going to be shared/disseminated?

### Conclusions and overall assessment

Linked to the findings under the above sections, overall conclusions should be drawn and listed in terms of importance.

Based on the conclusions an overall assessment of the project in terms of general performance and achievements and contributions to national, regional and global (WWF) conservation goals and socio-economic contributions should be made, providing explanations and justifications for any deviations from the LFA and any shortcomings or failures to perform.



## Recommendations

The evaluation is expected to make clear and detailed recommendations in terms of the way forward, and how to increase effectiveness of implementation (if activities are to continue). The following questions should be answered at a minimum:

What are the post project keys strategic options i.e. WWF exit strategy from the project area, scale down, replication, scale-up or continuation/extension?

What needs to be changed/improved at project, country/project office and WWF-Norway/NORAD to improve project performance should the project continue into another phase?

If it is recommended to continue/extend the project provides justification and outlines the purpose and the expected outputs.

## 5. Approach & Methodology

The Final Evaluation should include a review of relevant literature (See Annex 4 – Documents to be consulted), including the original project document and any mid-term review recommendations, where applicable. Special emphasis should be put on the LFA and project monitoring data.

The process of assessment will also include independent interviews and consultations with government at central, provincial and district levels and all other stakeholders (See Annex 5- Key informants for details).

The consultants are expected to go through the TORs and outline a detailed programme and approach/methodology, including an outline of survey instruments, based on their own experience and expertise. Each expert should submit technical and financial proposals in soft copy to Julitha Mwangamilo - (JMwangamilo@wwftz.org) including CVs of personnel to be deployed, estimated budget for the evaluation and reference to similar work (s) and clients. However, application of common project evaluation methods should be considered with due consideration of:

Questionnaire check list

In-depth interview with key informants

Observations and verification

Triangulation (application of more than one method to confirm and verify some statements given by specific interviewees).

Focus Group Discussions (FGDs) with specific category of people/team

Informal consultations

Literature review

Snowball sampling (interviewed individuals will suggest the next appropriate respondents).

In addition, the consultant should use the CSO Capacity scoring tool as shown in Annex 2 (please use it in excel format) for analysing strengthening of CSOs. It is also expected that this evaluation will be consultative, inclusive and representative:

Consultative and inclusive: a selection of stakeholders from across the full range of interested parties should be consulted, with a main focus on the target beneficiaries (the twenty villages) but also relevant national and district parties as well as the implementing parties and partners themselves.

Representative - it is expected that the views and recommendations set forth in the final outputs will not only reflect the direct observations considered opinions of the consultants themselves, but also that the consultants will represent the opinions of those consulted (as per above), provided that it is always clear whose views and opinions are being expressed.

Moreover, if there are issues not directly covered in these TOR which the team believes are central to the purpose of the evaluation then it is expected that the team will exercise its discretion and judgment and to include such issues as appropriate.

At the end of the field assessments the preliminary findings and initial conclusions should be presented at a (or several) stakeholder meeting for feedback. It is expected that any judgments and conclusions presented in the evaluation report are properly underpinned and supported by relevant data and information.

The Evaluation Report should follow the template provided (See Annex 6).

## 6. Profile of the Review Team

It is envisaged that the Evaluation Team will consist of two experts, an international expert/team leader with monitoring and evaluation experience, supported by local expert in fisheries management, community based natural resource management and/or coastal and community development as relevant.

The qualifications and experience of both experts are as follows:

Lead expert/team leader (international consultant)

Masters degree in natural resource management, fisheries, community development or related field;

At least 10 years prior experience in natural resource management projects with a experience in monitoring and evaluations;

Good analytical skills and understanding of project cycle management including logical framework analysis;

Knowledge of project cycle management and WWF project procedures will be considered an advantage;

Understanding of issues and identification of indicators of performance in community fisheries development and conservation initiatives in reference to NORAD funding policy

Fluency in English and good verbal and written communication skills are essential;

Good track record of producing good quality reports within given timeframes;

Ability to critically interpret and provide guidance in monitoring and evaluation of qualitative and quantitative indicators relevant to project activities;

Field based experience in participatory approaches for Natural Resources Planning and action research.

Local expert (national consultant)

Masters degree in fisheries science, coastal zone management or related field;

At least 3 years experience in fisheries management, community based natural resource management and/or coastal and community development in Tanzania;

Substantial experience of the natural resource policy and legislation framework in Tanzania as well as of the cultural, livelihoods and socio-economic challenges facing communities in coastal Tanzania;

Good track record of producing good quality reports within given timeframes;

A broad historical perspective of Tanzanian Fisheries Management and be able to constructively suggest the best route it should take for efficiency and effectiveness;

Knowledge and experience of Tanzania Fisheries Policy, Legislations (Fisheries Act) and Fisheries Regulations applicable in marine waters;

Experience on social cultural factors, norms and practices of Tanzania coastal communities and how it affects positively and negatively individual as well as group decisions;

Field based experience in participatory approaches for Natural Resources Planning and action research;

Fluency in English and Kiswahili, good verbal and written communication skills are essential.

## 7. Time Frame

The total time allocated for the evaluation is 32 man/days which include 18 days for the international expert and 14 days for the local expert, divided as per table below, and with 10 days expected to be spent in Field - also refer to Annex 3 – Proposed schedule for the evaluation.

Table Time allocation

Item	Lead expert	Local expert
Development of evaluation design and research instruments (questionnaires, interview guidelines, etc.)	1	1
Review of documentation and data collection and Briefing at TCO, Fisheries division and presentation of the initial findings and preliminary conclusions	1	1
Field research and meetings	10	10
Data Analysis and preparation of the draft report	4	2
Incorporation of comments and finalization of the evaluation report.	2	-
<b>TOTAL No. Days</b>	<b>18</b>	<b>14</b>

## 8. Deliverables and Reporting Requirements

The consultant will be required to provide the following outputs:

Presentation of preliminary findings and initial conclusions at a country stakeholder meeting (PowerPoint presentation) in Dar Es Salaam with representatives from WWF-TCO, Fisheries division and District Councils at the end of the fieldwork. A digital copy of the presentation should be provided to the WWF Country Office and to the WWF-Norway office.

A digital copy in MS Word format of the Draft Evaluation Report (not > 30 pages, plus annexes) as per the report template in Annex 6, should be submitted to WWF-TCO office project team (Julitha Mwangamilo - [JMwangamilo@wwftz.org](mailto:JMwangamilo@wwftz.org)) with copies to WWF-Norway (Andrew Fitzgibbon - [afitzgibbon@wwf.no](mailto:afitzgibbon@wwf.no) and Paolo Tibaldeschi - [ptibaldeschi@wwf.no](mailto:ptibaldeschi@wwf.no)) by 10-12-2010, who will provide consolidated feedback and comments within two weeks (14 Days) of receiving the draft report.

A digital copy of datasets emanating from the evaluation should be submitted to WWF-TCO office project team (Julitha Mwangamilo - [JMwangamilo@wwftz.org](mailto:JMwangamilo@wwftz.org)) with copies to WWF-Norway (Andrew Fitzgibbon - [afitzgibbon@wwf.no](mailto:afitzgibbon@wwf.no) and Paolo Tibaldeschi - [ptibaldeschi@wwf.no](mailto:ptibaldeschi@wwf.no)) by 10-12-2010

A digital copy in MS Word format of the Final Evaluation Report, updated in accordance with the feedback and comments provided by WWF-TCO and WWF-Norway, should be submitted to WWF-TCO Conservation Manager - [pmasolwa@wwftz.org](mailto:pmasolwa@wwftz.org) with copies to Julitha Mwangamilo ([JMwangamilo@wwftz.org](mailto:JMwangamilo@wwftz.org), Andrew Fitzgibbon [afitzgibbon@wwf.no](mailto:afitzgibbon@wwf.no) and Paolo Tibaldeschi - [ptibaldeschi@wwf.no](mailto:ptibaldeschi@wwf.no)) within 7 days of receiving consolidated comments on the Draft Final Evaluation Report or by 31-12-2010.

## 9. Cost and payment

This consultancy is funded by NORAD and WWF Norway under the project number GLO-08/449-22 (NORAD) PF0710 (WWF), 5014 WWF NORWAY.

Companies or individual consultants are invited to apply for this assignment. In the case of individual consultants, two contracts will be made for each of the consultants by WWF-TCO.

A daily fee rate up to a maximum of 32 man/days (18 man/days for a lead consultant and 14 man/days for local consultant) will be paid. In addition, a daily allowance will be paid to international consultant to cover accommodation, meals and incidentals while in Dar es

Salaam and in the field where as local consultant will be paid a daily allowance to cover accommodation, meals and incidentals while in field only.

Reimbursable costs include:

Travel and transport (Air travel must be economy class)

Airport taxes (Will be paid based on the airport rates)

Daily allowance (Filling the per diem forms)

Payments will be made by bank transfer to an account nominated by consultant in three installments

1<sup>st</sup> Installment of 30% of the consultancy fee and 100% advance of the daily allowance and reimbursable costs upon signing of the contracts.

2<sup>nd</sup> installment of 20% of the consultancy fee upon submission and acceptance of the draft technical report.

The remaining 50% will be paid after submission and approval of final report by the WWF-TCO office and WWF-Norway.

Transport and other field facilities will be provided by WWF-TCO and RUMAKI field Offices. Reimbursable costs will only be accepted upon submission of valid receipts. All payments will made using US Dollar.

#### 10. Logistical Support.

All logistical support in terms of provision of documentation, scheduling of interviews, local travel, arrangement of accommodation, access to office facilities will be coordinated by Julitha Mwangamilo at WWF - TCO office in Dar Es Salaam.

## **Annex 2: Description of the Project**

### **1 PROJECT GOAL, PURPOSE AND EXPECTED OUTPUTS**

#### **1.1 Project Goal and Purpose**

The overall goal of the SCCaFCoM project is “to improve socio-economic well-being of coastal Rufiji-Mafia-Kilwa communities through sustainable, participatory and equitable utilisation, management and protection of marine and coastal resources”. The purpose of the project is “to strengthen the capacity of communities and local authorities to engage effectively in sustainable fisheries co-management initiatives within the Rufiji-Mafia-Kilwa seascape in Tanzania”.

Strengthening Community Capacity for Fishery Co-management (SCCaFCoM) is a five years project which is implemented in the non-protected areas of the Rufiji-Mafia-Kilwa (RUMAKI) seascape in Tanzania. RUMAKI is identified as one of the globally outstanding priority sites in the Eastern African Marine Ecoregion (EAME).

#### **1.1.2 Project Management**

Overall implementation of the project is coordinated by WWF-TCO while WWF-Norway has been responsible for providing overall guidance and other issues related to contractual obligations with NORAD. The WWF RUMAKI Programme team and partners are also collaborating in implementing the Project. Activities of the SCCaFCoM project are directly in line with and support the general RUMAKI programme.

The project is managed by SCCaFCoM Project Executant, and coordinated through the WWF TCO. The coordinator is working closely with Project Coordinator for RUMAKI to ensure coordination of detailed work plans and implementation. Other coordination mechanisms involves participation of the project coordinator in RUMAKI team meetings and the RUMAKI Seascape Advisory Group that consist of representatives from the Ministry of Livestock Development and Fisheries, the National Environment Management Council, the three District Councils, Mafia Island Marine Park authority, NGOs, Research Institutions, the Ministry of Agriculture, the two Regional Administrative Secretaries, the private sector, WWF Coastal East Africa Initiative/ Marine Programme and WWF Tanzania Country Office (TCO).

The SCCaFCoM coordinator develops project activity plans together with WWF RUMAKI team and District implementation staff. Quality assurance of the Project is under the supervision of WWF- TCO based in Dar es Salaam in collaboration with WWF-Norway.

#### **1.1.3 Main Beneficiaries and Target Groups**

The main beneficiaries and target groups of the project are summarized as follows (Project Document, 2005):

- The local communities: The main beneficiaries for this project is the local RUMAKI resident population. It is expected that, there will be significant benefits to the general population in RUMAKI seascape resulting from successful implementation of SCCaFCoM project. The benefits include, improved fisheries management, ownership and participation

in decision making over the resources, involvement in planning, implementation and decision making processes, creation of institutional arrangements that will stand to protect the interest of local communities and the nation as a whole.

- District and National stakeholders: This project is also contributing to district and National/Fisheries Division staff' through the acquisition of knowledge and skills in fisheries management which can be applied locally and nationally and will also improve career prospects of fisheries staff. The lessons learnt by communities, the district teams, national fisheries managers, scientists and other partners will contribute to a growing set of knowledge and skills on fisheries and integrated management approaches.

## 1.2 Underlying Rationale

The underlying rationale for the project springs from the recognition of the need to share responsibility and authority for resource management between the government and the local resource users/community. This is becoming even more imperative in areas where there is threat of biodiversity loss, including the areas of the Eastern African Marine Ecoregion (EAME) where WWF puts highest priorities for biodiversity conservation. The ecoregion constitutes one of the globally outstanding biodiversity areas harbouring abundant and endemic species. More than 11,000 species are known to exist in EAME of which about 1,650 (ca. 15%) are narrowly endemic to EAME. Thirty five marine mammal species, including the dugong - a close relative to the manatee and perhaps the rarest mammal in Africa - depend on the region for breeding and feeding. Several hundred coral, mollusc and sponge species and 1,500 species of fish depend on the longest fringing reef in the world. All five sea turtle species of the Indian Ocean breed here and the coelacanth lives in deep canyons along the coastline of the ecoregion.

The project documents identify the following main fisheries issues/threats in the Ecoregion:

- Over-harvesting of marine resources beyond their natural capacity to regenerate;
- Use of destructive fishing practices such as dynamite and small-mesh seine nets;
- Commercial trawling;
- Lack of control in the exploitation and clearing of coastal and mangrove forests;
- Coral mining;
- Poaching of turtles and turtle eggs; and
- Climate change.

In Tanzania, the RUMAKI seascape was identified and prioritized by the EAME programme as one of the seascapes of global importance and was therefore chosen as the project area for the SCCaFCoM project.



The weak capacity of local communities to mitigate the biodiversity threats and engage in proactive management has caused further environmental and socio-economic vulnerability. Based on this understanding the SCCaFCoM project was launched with the purpose of strengthening the capacity of communities and local authorities to engage effectively in sustainable fisheries co-management initiatives within the RUMAKI seascape in Tanzania. The specific indicators, against which the achievement of this purpose will be measured include:

- Fisheries management plans and systems are developed and authorized in at least six collaborative fisheries management areas (CFMA) by the end of year five,
- Significant reduction in incidence of destructive fishing practices within the six CFMAs by end of year five,
- Regular meetings being held by community fisheries management groups within six CFMA management bodies by end of year three,
- District level forums established to bring together fisheries stakeholders at community, district and national level,
- At least 10% increase in budgets allocated by districts to fisheries co-management, and
- Revenue generating mechanisms established for community fisheries management groups by end of year four.

The project is implemented through seven distinct outputs as follows; (i) Community groups responsible for fisheries co-management established and/or strengthened, (ii) District capacity to engage in fisheries co-management strengthened, (iii) Collaborative fisheries management plans (CFMPs) developed for six collaborative fisheries management areas (CFMAs) and implementation initiated, (iv) Capacity of community fisheries co-management groups to collaborate in data collection and to apply fisheries information in decision-making strengthened, (v) Capacity strengthened within village civil society and faith based organisations (CSOs) to engage in lobbying, advocacy & awareness on fisheries management issues, (vi) livelihood activities supported to strengthen engagement with community groups involved in fisheries co-management, (vii) Lessons learned disseminated to relevant parties interested/ involved in fisheries co-management initiatives.

### 1.3

#### Stakeholders and Beneficiaries

The main beneficiaries for this project are the local seascape resident communities. These include, fishers, farmers, mangrove pole cutters, fuelwood users, potters, salt makers, honey hunters, seaweed growers, poultry and livestock keepers and beekeepers, processors e.g. smokers, driers, salters, fryers, for local consumption (mainly women) and onward sale.

It is expected that, there will be significant benefits to the general population in RUMAKI seascape resulting from successful implementation of the project. The benefits include, improved fisheries management, involvement of the local communities in planning, implementation and decision making processes, and creation of institutional arrangements that will stand to protect the interest of local communities and the nation as a whole.

The SCCaFCoM project is designed to contribute to capacity building for the district and National/Fisheries Division staff' via the provision of knowledge and skills in fisheries management, which can be applied locally and nationally. The knowledge and skills will also help improve the career prospects of fisheries staff. The lessons learnt by communities, the district teams, national fisheries managers, scientists and other partners is expected to contribute to a growing set of knowledge and skills on fisheries and co-management approaches.

## 2. Summary of project Information

<b>Project Name</b>	Strengthening Community Capacity for Fisheries Co-Management – (SCCaFCoM)		
<b>Project Location</b>	Rufiji-Mafia-Kilwa Seascape (RUMAKI), Tanzania Country Office		
<b>Project reference numbers:</b> WWF: WWF-Norway: NORAD:	9f0710 5014 GLO-05/312-7 (2006-2008); GLO-08/449-3 (2009); GLO-08/449-22 (2010)		
<b>Project budget</b>	2006: NOK 960,000 (expenditures NOK 936,321) 2007: NOK 1,741,642 (expenditures NOK 1,567,450) 2008: NOK 1,970,456 (expenditures NOK 1,660,845) 2009: NOK 1,850,000 (expenditures NOK 1,777,311) 2010: NOK 2,230,031 (expenditures due December 2010) Current exchange rate: 1 NOK = 220 Tanzanian Shilling (TZS)		
<b>Donor(s)/ funding sources</b>	NORAD via WWF-Norway (NORAD 90% and WWF Norway 10%)		
<b>Implementing agency and partners</b>	WWF-Tanzania Country Office (WW-TCO), Fisheries Division, Local Authorities (Districts & Village governments), CSOs, Local NGOs and coastal communities.		
<b>Contact person</b>	Julitha Mwangamilo, WWF-TCO Email: <a href="mailto:jmwangamilo@wwftz.org">jmwangamilo@wwftz.org</a>		
<b>Start Date:</b>	2006 – January	<b>Expected End Date:</b>	2010 – December
<b>Network Initiative / Ecoregion Programme / Priority Place(s)</b>	WWF Coastal East Africa Initiative/ Marine Programme / Global 200 Ecoregion(s)		

Implementation structures.

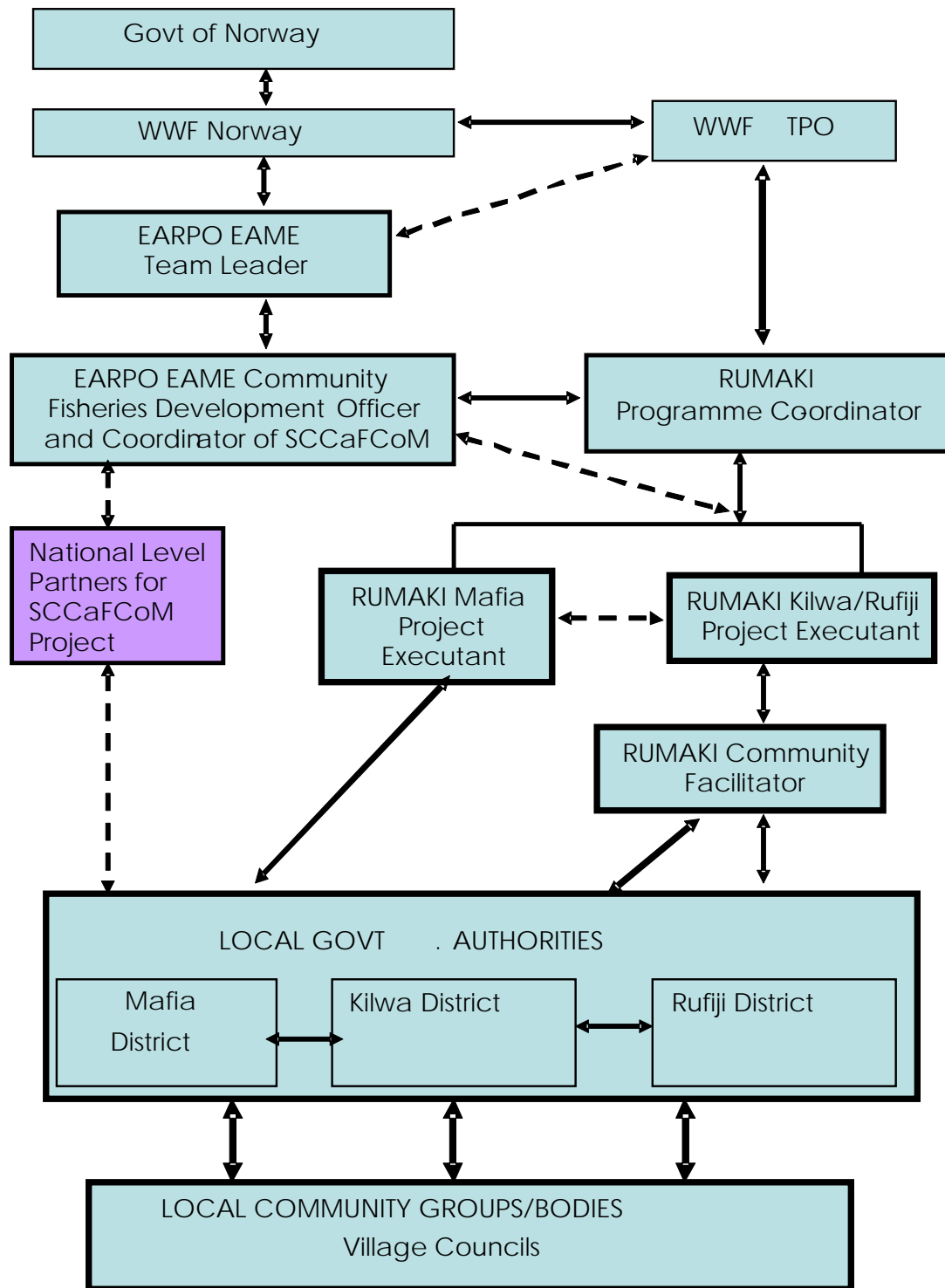


Figure 2: Institutional Framework for SCCaFCoM Project



**Annex 3: Evaluation Timetable**

Day, date	Time	Location	Activity (meeting, field visit etc)	Purpose of meeting / visit	Responsibility
<i>Monday</i> 15/11/2010		Dar	Meeting	Discussion of the consultant with RUMAKI coordinator and SCCaFCoM PE	Consultants, Julitha Mwangamilo, ,Josephine Meela
<i>Tuesday</i> 16/11- <i>Thurs</i> 18/11		Dar	Meeting	Review of documentation and Development of evaluation design and research instruments	Consultants
<i>Friday</i> 19//11/2010	9.00 – 11.30	TCO	Meeting	Briefings at TCO DSM before the commencement of fieldwork	Mr. Petro Masolwa, Josephine Meela, Julitha Mwangamilo, Amos Mugisha, Victor Myovela and Consultants
	14.00– 17.00	Fisheries Division	Meeting	Courtesy to the Director of Fisheries	Director of Fisheries, Julitha, Ali Thani, Rashid Hoza, MACEMP coordinator, Fatma Sobo and Consultant team
<i>Sunday</i> 21/11/2010	10.00 - 11.00	Dar	Travel	Arriving in Mafia	Consultants, Julitha Mwangamilo
<i>Monday</i> 22/11/2010	09.30 - 11.30	Kilindoni	Meeting	Discussion with WWF Office in Mafia	RUMAKI-Mafia, Consultants and Julitha Mwangamilo
	12.00– 14.00	Kilindoni	Meeting	Courtesy call to the Mafia District Administration	DED, DC, Fisheries Officers, MACEMP coordinator, RUMAKI coordinator, Julitha Mwangamilo and Consultant
	14.30–	Kilindoni	Meeting	Discussion with District functional	Field team, Julitha Mwangamilo and Consultant

Day, date	Time	Location	Activity (meeting, field visit etc)	Purpose of meeting / visit	Responsibility
	17.00			officers and WWF field team	RUMAKI coordinator and fisheries Officers
<i>Tuesday</i> 23/11/2010	8.00 -12.00	Jimbo	Field visit	Meeting for introduction, interview, focus group discussion	Consultants, BMU executive committee, councilors, village leaders, Wengi Wape CSO, DFO and fishers
	12.30-17.00	Chunguruma	Field visit	Meeting for introduction, interview, focus group discussion	Consultants, BMU executive committee, councilors, village leaders, DFO and CCC leaders
<i>Wednesday</i> 24/11/2010	9.00 -10.00	Mafia	Field visit	Wrap up with Mafia team ( DED & other district officials)	RUMAKI-Mafia, Julitha Consultants and Mafia District officials
	11.00– 12.00	Mafia	Travel	Travel from Mafia to Dar	Julitha & Consultants
<i>Thursday</i> 25/11/2010	7.00 -10.00	Dar	Travel	Travel to Rufiji District Council (Utete)	Consultants, Khamis/Julitha
	11.00 - 13.00	Utete	Field visit	Courtesy call to the Rufiji District Administration	DED, DC, Fisheries Officers, MACEMP coordinator, Kilwa/Rufiji PE, RUMAKI coordinator, Julitha, Khamis and Consultant
	13.00 – 15.00	Utete	Field visit	Travel to INyamisati	Consultants, Khamis/Julitha and Fisheries Officer
<i>Friday</i> 26/11/2010	9.00 -12.00	Nyamisati	Field visit	Meeting for introduction, interview and focus group discussion	Consultants, BMU executive committee, councilors, village leaders, DFO, VICOBA, CSOs and fishers
	14.00 – 16.00	Nyamisati	Field visit	Meeting for introduction, interview,	Consultants, BMU executive committee,

Day, date	Time	Location	Activity (meeting, field visit etc)	Purpose of meeting / visit	Responsibility
				focus group discussion	councilors, village leaders, DFO and fishers
<i>Saturday</i> 27/11/2010	7.00 -12.00	Nyamisati	Travel	Travel to Muhoro then Delta (Kiasi)	Consultants, Fisheries Officer and Khamis/Julitha
	13.00 – 16.00	Kiasi	Field visit	Meeting for introduction, interview, focus group discussion	Consultants, BMU executive committee, councilors, village leaders, DFO and fishers
<i>Sunday</i> 28/11/2010	8.00 – 10.00	Kiasi	Travel	Travel to Kiechuru	Consultants, Fisheries Officer and Khamis/Julitha
	10.00– 14.00	Kiechuru	Field visit	Meeting for introduction, interview, focus group discussion	Consultants, BMU executive committee, councilors, village leaders, DFO, DIMA Maendeleo CSO and fishers
	14.30– 15.30	Mbwera West	Field visit	focus group discussion	Crab fattening-
<i>Monday</i> 29/11/2010	9.00 -12.00	Kiechuru	Field visit	Meeting for introduction, interview, focus group discussion	Consultants, BMU executive committee, councilors, village leaders, DFO, CCCs and fishers
	13.00 – 16.00	Muhoro	Travel	Travel to Kilwa	Consultants, Julitha/Khamis
<i>Tuesday</i> 30/11/2010	9.00 -12.00	Kilwa	Field visit	Meeting with RUMAKI Kilwa team	Consultants, RUMAKI-Kilwa team, Julitha
	14.00 – 16.00	Kilwa	Field visit	Courtesy call to the Kilwa District Administration	DED, DC, Fisheries Officers, MACEMP coordinator, Kilwa PE, RUMAKI coordinator, Julitha, Khamis and Consultant
<i>Wednesday</i>	9.00 -13.00	Somanga	Field visit	Meeting for introduction, interview,	Consultants, BMU executive committee,



Day, date	Time	Location	Activity (meeting, field visit etc)	Purpose of meeting / visit	Responsibility
01/12/2010				focus group discussion	councilors, village leaders, DFO, CCCs, (Enterprise groups- Kisukuku, Blue Fish and Kimaso)
	13.30– 19.00	Somanga	Travel	Travel to Dar	Consultants, Julitha
Monday 03/12/2010	10.00 – 12.00	TCO	Meeting	Presentation of the initial findings and preliminary conclusions	Jason, Petro Masolwa, Ali Thani, Josephine Meela, Rashid Hoza, Fatma Sobo and Consultants

**NB: The consultants are expected to work within the planned schedule inclusive of weekends and public holidays that may arise.**

**Annex 4: Key Informants**

List of names of key informant at district and national level

<b>Name</b>	<b>Organisation/Institution</b>
1. Petro Masolwa	TCO Conservation Manager
2. Ms. Julitha Mwangamilo	SCCaFCoM Project Executant
3. Mr. Jason Rubens/Josephine Meela	RUMAKI Programme Coordinator/ Deputy
4. Mr. Amos Mugisha	TCO Finance Manager
5. Mr. Victor Myovela	TCO Logistic Officer
6. Ali Thani	RUMAKI communication Officer
7. Mr. Gonza	Acting Director of Fisheries, Tanzania
8. Mr. Robert Sululu	MACEMP Coordinator
9. Mr. Rashid Hoza	MACEMP Fisheries Division Coordinator and CFM contact person
10. Ms. Fatma Sobo	Assistant Director and CFM contact person – Fisheries Division
11. Ms. Emiliana Semuguruka	RUMAKI Project Executants for Kilwa,
12. Mr. Hamoud S. Abdullah)	RUMAKI Project Executants for Rufiji
13. Mr. Charles Byarugaba	Planning and Budget , Fisheries Department Dsm
14. Ms. Annunciata A. Lyimo	DED, Kilwa District Council
15. Mr. Kiboko Kiondo	Assistant Fisheries Officer, Kilwa District Council
16. Mr. Husein Rambo	Assistant Fisheries Officer, Kilwa District Council
17. Mr. Ahmed Mkali	Assistant Natural Resources Officer and MACEMP officer, Kilwa District Council
18. Mr. Peter Limbu	Coordinator, Mariculture, Kilwa District Council
19. Isaya Ngao	Focal Person for RUMAKI, Kilwa District Council
20. Mr. Nurudin H. Babu	District Commissioner (DC) , Kilwa District
21. Mr. Joseph Kigodi	District Coordinator, MACEMP, Kilwa District
22. Mr. Iddi K. Ramathani	Data Management Officer, Kilwa District Council
23. Abdalla Nduru	Assistant to the DC, Kilwa
24. Mr. Geoffrey Kiwelu	Deputy DED/Treasury Officer, Mafia District Council
25. Mr. Adam Dongwe	Planning Officer, Mafia District Council
26. Mr. Paulo Kugopia	Fisheries Officer/MACEMP focal person, Mafia District Council

27. Mr. Henjiwele Joachim	MACEMP Coordinator, Mafia District Council
28. Mr. Nassoro Mwingira	District Executive Director, Rufiji District Council
29. Mr Paulo Mbandi	RUMAKI Coordinator, Rufiji District Council
30. Wambura Yamo	Planning Officer, Rufiji District Council

**List of names of community members who attended various evaluation meetings**

**NYAMISATI VICOBA**

1	Jumanne Yusufu	Village chair
2	Jamila Hassan	Member
3	Tamima shabani	Chair – ViCoBa
4	Ziada Omari	Key keeper
5	Sauda Aluwani Njenge	Member
6	Tatu Ally Mtambo	Member
7	Hidaya Amin Mpogo	Member
8	Amina Hamis \kuchombeka	Member
9	Kudura Juma mwatara	Member
10	Saada Shabani Kimbulaga	Treasurer
11	Aziza Juma Mwatala	Member
12	Ramadhani Juma Mwatara	Secretary
13	Mariam Ali Mtambo	Member
14	Amiri Rashid Ali	Member

**CSO and BMU**

1	Amana Machela	Chairperson Mzalendo
2	Rehema Mndai	Secretary Mzalendo
3	Asia S Msese	Secretary Umoja ni Nguvu CSO
4	Yahya Nuhu Kyaka	Chairman BMU
5	Mwinshehe Mweluka	Secretary, BMU
6	Shabani Jongo	Chairman Umoja

7	Jumanne Mtauka	Chairman, Patrol Committee
8	Yusufu J.Tingi	Treasurer BMU
9	Abuu H Mnasi	Secretary- Nyuki ni mali project

**SOMANGA VILLAGE**

1	Omari B. Nguyu	Chairman BMU
2	Said M. Chande	Secretary BMU
3	Mohamed I. Mgeni	Patrol committee member
4	Omari A. Kionga	Famous Elder
5	Salum Mamba	Fisheries Data committee
6	Mohamed B. Luoi	Fisher
7	Ali Mohamed kionga	Fisher
8	Hashim M. Mkunga	Fisher
9	Ashirika H. Ndembo	VEO Somanga
10	Ibrahim M. Manjonjo	Chairman Surbur
11	Abdulaaman Nongwa	Village committee member
12	Yusufu H. Ngwali	Patrol Committee member
13	Sijali H.Kipuli	Finance Committee member
14	Semeni A. Nassoro	Data collector
15	Pili Athumani Mchela	Executive committee member
15	Asha Mohamed Kopakopa	Finance committee member

**Annex 5: Evaluation Instruments**

**CHECKLISTS FOR VARIOUS STAKEHOLDERS FOR THE FINAL EVALUATION.**

**TOC**

**PROJECT DESIGN**

1. How realistic is the project goal and outputs?

2. Were the assumptions realistic? What needs to change?
3. What processes have you used in the implementation of the project?
4. How effective were these processes, especially in respect to the district councils?
5. What would you say have been your main achievements and impacts on this project? List with examples. ( You may rate the level of achieving of each output/Activity.
6. To what extent have incidences of destructive fishing practices decreased in selected CFMAs?
7. What forums have been established to bring together fisheries stakeholders at community, District & national levels?
8. What revenue generating mechanisms have been established for community fisheries management groups?
9. How have these influenced livelihoods in the project communities?
10. What external factors affect or negatively impact on the implementation of the project?
11. What external factors facilitate or positively contribute to the implementation of the project?
12. If you were to start all over again what would you do differently or change in the design of the project? Why?
13. Are the objectives and outputs still valid? What needs to change?

#### **ADEQUACY OF MONITORING AND EVALUATION (M&E)**

1. Were the project staff or partners able to provide ad-hoc or query reports?
2. How do you Communicate/share information with other project partners/staff?

#### **PARTNERS AND PARTICIPATION**

1. How many partners are involved in the project? Who are the key partners?
2. What challenges have you experienced with participation of partners?
3. How has this influenced performance of the project?
4. What needs to be done to minimize these challenges?

#### **CAPACITY BUILDING, RESOURCE UTILIZATION (HUMAN & FINANCIAL RESOURCES)**

1. How many staff have been trained? What types of training? Training plans?
2. How were the capacities of the partners enhanced?
3. How would you rate the current capacities of the partners to implement project activities?
4. Explain the use of funds vis-à-vis budgets and disbursements by source and activities

### **SUPPORT ARRANGEMENTS**

1. Whether the level of communication with, and support from, other major stakeholders including the communities is adequate
2. Whether external factors and assumptions are being monitored /controlled effectively
3. Whether technical and administrative support from WWF RUMAKI and District Authorities is effective in supporting the project and interacting with other relevant parties in Tanzania

### **BEHAVIOR CHANGE/IMPACT - COMMUNITY PARTICIPATION IN FISHERIES RESOURCE MANAGEMENT**

1. What processes and activities are undertaken in relation to community participation in fisheries resource management?
2. To what extent has the project been able to influence community participation in fisheries resource management?
3. What is the extent/involvement of other partners and private sector in the project?

### **PROJECT EFFECTIVENESS**

1. What changes have you observed at the community and resource levels as a result of the project?
2. What has changed over time?
3. What has prompted this change?

### **EFFICIENCY OF PLANNING AND IMPLEMENTATION**

1. What management challenges (staff, inputs, partners's contributions and other resources ) have you experienced?
2. Who is involved in the monitoring of project data?
3. How is the data used by various partners?

4. Analysis of training opportunities
5. How far have you implemented the Mid term evaluation recommendations?

### **CAPACITY BUILDING**

1. Identify key capacity gaps
2. Working relations between the team and with partners, stakeholders and donors?
3. Identify challenges and how they influenced project implementation.

### **IMPLEMENTATION CONSTRAINTS**

1. Identify key constraints
2. Identify causes and consequences on project implementation and sustainability.

### **SUSTAINABILITY, REPLICABILITY AND MAGNIFICATION POTENTIAL**

1. Is the project conducive to the social, legal and political environment? Explain
2. What do you see as key constraints to sustainability at community and district levels?
3. What needs to be done to improve sustainability?
4. How have credit schemes (VICOPA) influence positive and negative fisheries management? Explain.
5. Can the project achievements be replicated to other areas?
6. What needs to be replicated?
7. What needs to be put in place to endure successful replication of project achievements?

### **LESSONS LEARNT**

1. Do you have any exceptional experiences gained from the implementation of this project?
2. What changes in implementation arrangement need to be done as a result of lessons learnt?

### **FINAL EVALUATION - (SCCaFCoM)**

#### **Discussion Checklist**

**PROJECT STAFF**

Date of interview	District	Village	Main occupation	Number of years in the current occupation	Highest level of education for the interviewee	Other training attended by the interviewee
			Sex:			

**PROJECT RISKS/ DESIGN WEAKNESSES,**

1. What are the key problems/challenges and how they are addressed?
2. What challenges have you experienced in the implementation of the project?
3. How effective have the approaches used by the project been in terms of a) creating awareness on fisheries resources management, b) building capacity of stakeholders, c) changing attitudes of beneficiaries and d) improving livelihoods of the communities?
4. What would you recommend to be done to solve the problems?

**CAPACITY GAPS AND RESOURCE UTILIZATION (HUMAN & FINANCIAL RESOURCES & ANY OTHER RESOURCES)**

1. In what specific areas do you feel your capacity has been strengthened?
2. What can you do now that you were not able to do before the project?
3. Could you effectively use this capacity even after the project?

**SUSTAINABILITY, REPLICABILITY AND MAGNIFICATION POTENTIAL**

8. Is the project conducive to the social, legal and political environment? Explain
9. What do you see as key constraints to sustainability at community and district levels?
10. What needs to be done to improve sustainability?
11. How have credit schemes (VICOBA) influence positive and negative fisheries management? Explain.
12. Can the project achievements be replicated to other areas?



13. What needs to be replicated?
14. What needs to be put in place to endure successful replication of project achievements?

## **FINAL EVALUATION - (SCCaFCoM)**

### **Focus Group Discussion [FGD] Guide**

#### **CFM District Change Agents**

#### **RELEVANCE AND QUALITY OF PROJECT DESIGN**

1. The purpose of the project is to improve fisheries resources management. Is this important to your sector/district/village?
2. What makes you (stakeholder) interested in this project?
3. What aspects of this project you are uncomfortable with? What needs to change?

#### **EFFECTIVENESS (ACHIEVEMENT OF PURPOSE)**

1. What capacity in terms of personnel, skills/experience, facilities and funding is still required to continue implementation of the project?
2. Are there institutions, NGOs or CBOs that, if they were involved, would have expanded the capacity?
3. Has the catch-per –unit –effort of artisanal near shore fisheries increased?
4. To what extent do you think the marine & coastal resources management initiatives of RUMAKI project have brought benefits to the area?
5. Have any conservation and socio economic achievements come out of this project? Give specific examples and what caused the change.
6. To what extent – volume/ha - has the mangrove sites increased?
7. Observation: to what extent coral cover on selected reefs has increased?
8. What forums have been established to bring together fisheries stakeholders at community, District & national levels?
9. What revenue generating mechanisms have been established for community fisheries management groups? How well are they operating?

10. What factors affect or negatively impact on the implementation of the project?
11. What factors facilitate or positively contribute to the implementation of the project?

### **ADEQUACY OF MONITORING AND EVALUATION (M&E)**

1. Does the project have a monitoring manual/framework that guides project monitoring?
2. Are the project staff or partners able to provide monitoring reports?
3. How do you Communicate/share information with other project partners/staff?

### **DESIGN STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS OF THE PROJECT**

1. Are there similar projects in the project area?
2. What are the strengths when compared to other similar projects?
3. What are the weaknesses of the project?
4. What are the opportunities available for up scaling?
5. What are the threats to the success and continuity?
6. What are your recommendations on how to address the project weaknesses?
7. What are the key problems/challenges and how can they be addressed?

### **IMPLEMENTATION PLANS AND MECHANISMS**

1. What are your views on the implementation approach used?
2. Are the objectives of the project still valid?
3. What steps/interventions have been carried out so far in relation to the current fisheries management problems, challenges and opportunities?
4. Have the mechanisms and approaches used in the project been effective. Give reasons
5. What needs to be improved and how?

### **PARTICIPATION**

1. What partners and stakeholders are involved at different levels of the project?
2. How and what problems are encountered?

## **CAPACITY GAPS AND RESOURCE UTILIZATION (HUMAN & FINANCIAL RESOURCES & ANY OTHER RESOURCES)**

Are you lacking any support from an external organization? *Please mention the support and likely organization*

### **SUPPORT ARRANGEMENTS**

1. Whether technical and administrative support from WWF RUMAKI and District Authorities is effective in supporting the project and interacting with other relevant parties in Tanzania
2. Whether the level of communication with, and support from, other major stakeholders including the communities is adequate
3. Whether external factors and assumptions are being monitored /controlled effectively

### **BEHAVIOR CHANGE/IMPACT - COMMUNITY PARTICIPATION IN FISHERIES RESOURCE MANAGEMENT**

1. To what extent has the project been able to influence community participation in fisheries resource management?
2. What is the extent/involvement of other partners and private sector in the project?
3. What are the views of the various stakeholders (District officials, BMUs, CSOs, village leaders etc) on the achievements of the project? - success stories.
4. Has the project influenced any changes in the attitudes of stakeholders towards natural resources management? Explain how?
5. What type of capacity has been built at all levels?
6. Is this adequate in implementing the project after this phase?
7. In what areas do we still need additional capacity?

### **SUSTAINABILITY, REPLICABILITY AND MAGNIFICATION POTENTIAL**

1. Is the project conducive to the social, legal and political environment? Explain
2. What do you see as key constraints to sustainability at community and district levels?
3. What needs to be done to improve sustainability?
4. How have credit schemes (VICOBA) influence positive and negative fisheries management? Explain.
5. Can the project achievements be replicated to other areas?

6. What needs to be replicated?
7. What needs to be put in place to endure successful replication of project achievements?

### **LESSONS LEARNT AND EXPERIENCES**

1. What exceptional experiences have you gained from the implementation of this project? In terms of best practices, from project design and management, biodiversity conservation, civil society, livelihoods etc.)
3. What lessons have you learnt from this project?
4. What has worked and what has not worked so well?
5. How have these lessons been communicated to other stakeholders?
6. What changes in design and implementation arrangement need to be done as a result of lessons learnt?

### **FINAL EVALUATION - (SCCaFCoM)**

#### **Civil Society Organizations (CSOs)**

#### **RELEVANCE OF THE PROJECT DESIGN**

1. What are the major economic activities of the household? Ranking
2. The purpose of the project is to improve fisheries resources management. Is this important to your sector/district/village?
3. What makes you interested in this project?
4. What aspects of this project you are uncomfortable with? What needs to change?
5. Is use of destructive fishing practices such as dynamite and small-mesh seine nets still common in the area?
6. Is control in the exploitation and clearing of coastal and mangrove forests, coral mining, poaching of turtles and turtle eggs still a problem?
7. Has the project met your expectations? How?
8. What aspects of this project you are uncomfortable with?

#### **EFFECTIVENESS (ACHIEVEMENT OF PURPOSE)**

1. What are your views on the implementation approach used?
2. Is the project delivering valuable results important to your district/ward/village? ....  
Mention the results delivered so far.
3. Has the project failed in any respect? If so explain.
4. What are your views on the achievement of the project?
5. What type of capacity has been built?
6. Is it adequate to sustain your activities?
7. In what areas do you still need increased capacity?

### **SUSTAINABILITY, REPLICABILITY AND MAGNIFICATION POTENTIAL**

1. Is the project conducive to the social, legal and political environment? Explain
2. What do you see as key constraints to sustainability at community and district levels?
3. What needs to be done to improve sustainability?
4. How have credit schemes (VICOBA) influence positive and negative fisheries management? Explain.
5. Can the project achievements be replicated to other areas?
6. What needs to be replicated?
7. What needs to be put in place to endure successful replication of project achievements?

### **LESSONS LEARNT**

1. What key lessons have you learnt from this project
2. What changes in implementation arrangement need to be done as a result of lessons learnt?
3. Are you able and willing to continue your activities after the end of the project?
4. If no what would you need to continue?

### **Focus Group Discussion [FGD] Guide**

#### **Fisheries, Co-Management (FCM) Groups (BMUs)**

### **RELEVANCE AND QUALITY OF PROJECT DESIGN**

4. The purpose of the project is to improve fisheries resources management. Is this important to your sector/district/village?
5. What makes you (stakeholder) interested in this project?

6. What aspects of this project you are uncomfortable with? What needs to change?

### **EFFECTIVENESS (ACHIEVEMENT OF PURPOSE)**

1. What capacity in terms of personnel, skills/experience, facilities and funding is still required to continue implementation of the project?
2. Are there institutions, NGOs or CBOs that, if they were involved, would have expanded the capacity?
3. Has the catch-per –unit –effort of artisanal near shore fisheries increased?
4. To what extent do you think the marine & coastal resources management initiatives of RUMAKI project have brought benefits to the area?
5. Have any conservation and socio economic achievements come out of this project? Give specific examples and what caused the change.
6. To what extent – volume/ha - has the mangrove sites increased?
7. Observation: to what extent coral cover on selected reefs has increased?
8. What forums have been established to bring together fisheries stakeholders at community, District & national levels?
9. What revenue generating mechanisms have been established for community fisheries management groups? How well are they operating?
10. What factors affect or negatively impact on the implementation of the project?
11. What factors facilitate or positively contribute to the implementation of the project?

### **ADEQUACY OF MONITORING AND EVALUATION (M&E)**

1. Does the project have a monitoring manual/framework that guides project monitoring?
2. Are the project staff or partners able to provide monitoring reports?
3. How do you Communicate/share information with other project partners/staff?

### **DESIGN STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS OF THE PROJECT**

1. What are the threats to the success and continuity?
2. What are your recommendations on how to address the project weaknesses?
3. What are the key problems/challenges and how can they be addressed?

### **IMPLEMENTATION PLANS AND MECHANISMS**

6. What are your views on the implementation approach used?
7. Are the objectives of the project still valid?
8. What steps/interventions have been carried out so far in relation to the current fisheries management problems, challenges and opportunities?
9. Have the mechanisms and approaches used in the project been effective. Give reasons
10. What needs to be improved and how?

### **PARTICIPATION**

3. What partners and stakeholders are involved at different levels of the project?
4. How and what problems are encountered?

### **CAPACITY GAPS AND RESOURCE UTILIZATION (HUMAN & FINANCIAL RESOURCES & ANY OTHER RESOURCES)**

Are you lacking any support from an external organization? *Please mention the support and likely organization*

### **SUPPORT ARRANGEMENTS**

4. Whether technical and administrative support from WWF RUMAKI and District Authorities is effective in supporting the project and interacting with other relevant parties in Tanzania
5. Whether the level of communication with, and support from, other major stakeholders including the communities is adequate
6. Whether external factors and assumptions are being monitored /controlled effectively

### **BEHAVIOR CHANGE/IMPACT - COMMUNITY PARTICIPATION IN FISHERIES RESOURCE MANAGEMENT**

8. To what extent has the project been able to influence community participation in fisheries resource management?
9. What is the extent/involvement of other partners and private sector in the project?
10. What are the views of the various stakeholders (District officials, BMUs, CSOs, village leaders etc) on the achievements of the project? - success stories.

11. Has the project influenced any changes in the attitudes of stakeholders towards natural resources management? Explain how?
12. What type of capacity has been built at all levels?
13. Is this adequate in implementing the project after this phase?
14. In what areas do we still need additional capacity?

### **SUSTAINABILITY, REPLICABILITY AND MAGNIFICATION POTENTIAL**

- 9 Is the project conducive to the social, legal and political environment? Explain
- 10 What do you see as key constraints to sustainability at community and district levels?
- 11 What needs to be done to improve sustainability?
- 12 How have credit schemes (VICOBA) influence positive and negative fisheries management? Explain.
- 13 Can the project achievements be replicated to other areas?
- 14 What needs to be replicated?
- 15 What needs to be put in place to endure successful replication of project achievements?

### **LESSONS LEARNT AND EXPERIENCES**

2. What exceptional experiences have you gained from the implementation of this project? In terms of best practices, from project design and management, biodiversity conservation, civil society, livelihoods etc.)
7. What lessons have you learnt from this project?
8. What has worked and what has not worked so well?
9. How have these lessons been communicated to other stakeholders?
10. What changes in design and implementation arrangement need to be done as a result of lessons learnt?

### **Focus Group Discussion [FGD] Guide**

Village Council

### **RELEVANCE AND QUALITY OF THE PROJECT DESIGN**

1. To what extent and how is the project important to your sector/district/village?



2. Is use of destructive fishing practices such as dynamite and small-mesh seine nets still common in the area?
3. Is control in the exploitation and clearing of coastal and mangrove forests, coral mining, poaching of turtles and turtle eggs still a problem?
4. What makes you interested in this project?
5. What aspects of this project you are uncomfortable with?

#### **PROJECT'S IMPLEMENTATION MECHANISMS**

1. Are you aware of this the project?
2. How have you been involved in this project?
3. What are your views on the implementation approach used?
4. How have the communities perceived this project?
5. Is the project delivering valuable results important to your district/ward/village?
6. Mention the results delivered so far.

#### **PARTICIPATION AND PERCEPTIONS**

1. Are you a member of the BMU group? Why not?
2. What is your view on the concept of Collaborative Fisheries Management that involves neighbouring villages?
3. What challenges have you faced with this project and its approach?
4. How can these be minimized?

#### **BEHAVIOR CHANGE/IMPACT - COMMUNITY PARTICIPATION IN FISHERIES RESOURCE MANAGEMENT**

What are the views of the various stakeholders in your community on achievements of the project?

#### **LESSONS LEARNT**

1. What lessons have you learnt from this project?
- 2..What changes in implementation arrangement need to be done as a result of lessons learnt?

3. Would you like this project to continue after the current phase?
4. If so what needs to change?

**Annex 6: LFA or Result Chain**

	<b>Intervention logic</b>	<b>Objectively verifiable indicators</b>	<b>Baseline</b>	<b>Progress as of Year 5</b>	<b>Sources of verification</b>	<b>Assumptions</b>
<b>Project Goal:</b>	Improved socio-economic well being of coastal Rufiji-Mafia-Kilwa communities through sustainable, participatory and equitable utilisation, management and protection of marine and coastal resources.	<ul style="list-style-type: none"> <li>Average 10% increase in material style of life indicators in RMK coastal households by yr 5</li> </ul>	16% households have the standard metal roofing, 82% use grass and sticks as roofing material. 77% of materials used for walls of houses are made of grass and sticks. (HOUSEHOLD ECONOMICS SURVEY- JUNE '09)	No data as of yet. Next socio-economic survey to be made in early 2011.	<ul style="list-style-type: none"> <li>Household economics survey</li> </ul>	<ul style="list-style-type: none"> <li>Continuing political stability and political support for marine and coastal resources management in Tanzania and in the seascape.</li> <li>Progress made during 2004–2009 is sustainable and continue in future</li> <li>Similar developments made in other priority seascapes within EAME</li> </ul>
		<ul style="list-style-type: none"> <li>Catch-per-unit-effort of artisanal near-shore fisheries increases by 10% from yr1 to yr5,</li> </ul>	<ul style="list-style-type: none"> <li>Dema Trap 0.34, Handline 1.08 and Tidal Set-net 0.21 (July 2008)</li> </ul>	<ul style="list-style-type: none"> <li>Dema Trap 0.13, Handline 0.93 and Tidal Set-net 0.18 (July 2009)</li> </ul>	<ul style="list-style-type: none"> <li>Fisheries monitoring programme annual reports</li> </ul>	
		<ul style="list-style-type: none"> <li>10% reduction in households with fisheries as primary source of income by yr5</li> </ul>	<ul style="list-style-type: none"> <li>34% of households with fisheries as primary sources of income</li> </ul>	No data as of yet. Next socio-economic survey to be made in early 2011	<ul style="list-style-type: none"> <li>Household economics survey</li> </ul>	

	Intervention logic	Objectively verifiable indicators	Baseline	Progress as of Year 5	Sources of verification	Assumptions
		<ul style="list-style-type: none"> <li>Two thirds of coastal residents perceive significant benefit from marine &amp; coastal resources management initiatives of RUMAKI project</li> </ul>	<ul style="list-style-type: none"> <li>14.2% perceived significant benefit from RUMAKI initiatives (KAP SURVEY August, 2006)</li> </ul>	<ul style="list-style-type: none"> <li>No data as of yet. Next KAP survey to take place in 2010 or 2011</li> </ul>	<ul style="list-style-type: none"> <li>Final report of, Knowledge Awareness &amp; Perception survey</li> </ul>	<ul style="list-style-type: none"> <li>Diverse coastal resources management initiatives (MACEMP, Ramsar, JSDF, RUMAKI SCCaFCoM.) are sufficiently harmonised so as to minimise confusion to local authorities and communities</li> <li>Negativity within certain coastal communities towards management of marine &amp; coastal resources does not</li> </ul>
		<ul style="list-style-type: none"> <li>At least 10% increase in volume/ha in selected mangrove sites in RMK seascape by yr5</li> </ul>	<ul style="list-style-type: none"> <li>540 km2 of Mangrove coverage in Rufiji (1991), 225 km2 in Kilwa (1991 data) and 34.7 km2 in Mafia (1989 data)</li> </ul>	<ul style="list-style-type: none"> <li>Mangrove study done in Sept 09. Report in preparation.</li> <li>NB. Mangroves are no longer under BMU control due to move of fisheries division from Ministry of Natural Resources and Tourism to Ministry of Livestock, Development and Fisheries</li> </ul>	<ul style="list-style-type: none"> <li>Mangrove inventory report</li> </ul>	

	Intervention logic	Objectively verifiable indicators	Baseline	Progress as of Year 5	Sources of verification	Assumptions
		<ul style="list-style-type: none"> <li>At least 1% annual increase in coral cover on selected reefs yr 1 to yr 5</li> </ul>	<ul style="list-style-type: none"> <li>MIMP: Kitutia 23.93 (SD 17.09) Utumbi 42.43 (SD 14.97), Milimani 29.56 (SD 8.67), Juani 18.69 (SD 339), (2006 RUMAKI Annual report)</li> </ul>	<ul style="list-style-type: none"> <li>Reef survey done in November 2009. Report in preparation</li> <li>NB. The coral cover is not expected to show much change in the short term, and this indicator should be seen as a long-term indicator of the goal.</li> </ul>	<ul style="list-style-type: none"> <li>RUMAKI reef survey report</li> </ul>	<ul style="list-style-type: none"> <li>spread and disrupt programme</li> </ul>
<b>Project Purpose (target):</b>	To strengthen the capacity of communities and local authorities to engage effectively in sustainable fisheries co-management initiatives within Rufiji-Mafia-Kilwa	<ul style="list-style-type: none"> <li>Fisheries management plans including monitoring systems in place and authorised in at least six CFMAs.</li> </ul>	<ul style="list-style-type: none"> <li>0 CFMAs management plans (Jan, 2006).</li> </ul>	<ul style="list-style-type: none"> <li>3 CFMA management plans (20 BMU fisheries management plans) in place (SOPOJA, DOKICHUNDA, MBWEKIEKI) Management plans for 3 new CFMAs not yet harmonized. KIMSA, MCHIMCHUNYA and KIBAJOJI CFMAs): (Sept 2010).</li> </ul>	<ul style="list-style-type: none"> <li>Village, Ward and District reports and records.</li> <li>Minutes of approval meeting at village, Ward and district level</li> <li>Documents themselves</li> </ul>	<ul style="list-style-type: none"> <li>Relevant national authorities are supportive in approving local planning initiatives</li> <li>Relevant national authorities are receptive to, and act on, policy and legislative</li> </ul>

	Intervention logic	Objectively verifiable indicators	Baseline	Progress as of Year 5	Sources of verification	Assumptions
	seascape in Tanzania	<ul style="list-style-type: none"> <li>Significant reduction in incidence of destructive fishing practices within 6 CFMAs by end Yr 5.</li> </ul>	<ul style="list-style-type: none"> <li>No data available for confiscated illegal fishing gear (Dec 2008)</li> <li>No data available for number of registered fishers (with fishing licences) in Mafia, Rufiji and Kilwa respectively( Dec 2008)</li> </ul>	<ul style="list-style-type: none"> <li>520 fishers and 29 fishing vessels were registered, in Mafia, Rufiji and Kilwa respectively( Dec 2009)</li> <li>39 illegal fishing gear confiscated by June 2010 and 72 fishers caught with no fishing licence</li> </ul>	<ul style="list-style-type: none"> <li>Records from BMUs</li> <li>District accounts</li> </ul>	<p>implications arising from the programme (e.g. controlling prawn and fin fishing trawlers).</p> <ul style="list-style-type: none"> <li>Local Govt Reform Programme process progresses in RMK districts and receives increased financial support from central govt.</li> <li>Coastal</li> </ul>
		<ul style="list-style-type: none"> <li>Regular meetings being held by community fisheries management groups within 6 CFMAs by end yr 3.</li> </ul>	<ul style="list-style-type: none"> <li>No CFMA meetings (Jan. 2006)</li> </ul>	<ul style="list-style-type: none"> <li>Total of 7 CFMA meetings (3 meetings for SOPOJA, 3 meeting for DOKICHUNDA and 1 for MBEKIEKI CFMAs (June 2010)</li> </ul>	<ul style="list-style-type: none"> <li>District fisheries officers records</li> <li>CFMA meeting minutes</li> </ul>	

	Intervention logic	Objectively verifiable indicators	Baseline	Progress as of Year 5	Sources of verification	Assumptions
		<ul style="list-style-type: none"> <li>District level fora established to bring together fisheries' stakeholders at community, district &amp; national levels</li> </ul>	<ul style="list-style-type: none"> <li>No fora in place (Jan. 2006)</li> </ul>	<ul style="list-style-type: none"> <li>5 district stakeholder meetings (June 2010)</li> </ul>	<ul style="list-style-type: none"> <li>Project reports</li> <li>District minutes</li> </ul>	<p>community compliance to existing byelaws, laws and regulations</p> <ul style="list-style-type: none"> <li>Consultant hired for funding strategies.</li> </ul>
		<ul style="list-style-type: none"> <li>Revenue generating mechanisms established for community fisheries management groups by end Yr 4.</li> </ul>	<ul style="list-style-type: none"> <li>0 (Jan. 2006)</li> </ul>	<ul style="list-style-type: none"> <li>Sustainable revenue mechanisms established (Dec 2009)</li> <li>4 VICOBA groups established in the North Delta (Dec. 2009)</li> </ul>	<ul style="list-style-type: none"> <li>Revenue Consultant report</li> </ul>	
		<ul style="list-style-type: none"> <li>&gt; 10% increase in budgets allocated by Districts to fisheries co-management</li> </ul>	<ul style="list-style-type: none"> <li>0 (Jan. 2006)</li> </ul>	<ul style="list-style-type: none"> <li>Fisheries co-management will be discussed in District development plans during the 2010 budget years.</li> </ul>	<ul style="list-style-type: none"> <li>District budget</li> </ul>	

	<b>Intervention logic</b>	<b>Objectively verifiable indicators</b>	<b>Baseline</b>	<b>Progress as of Year 5</b>	<b>Sources of verification</b>	<b>Assumptions</b>
<b>Outputs (results)</b>	Output 1: Community groups responsible for fisheries co management established and/or	<ul style="list-style-type: none"> <li>19 BMUs established by the end of year 5</li> </ul>	<ul style="list-style-type: none"> <li>0 BMUs established by project (Jan. 2006)</li> </ul>	<ul style="list-style-type: none"> <li>15 BMUs and 3 CFMAs established by project divided into Mafia, Rufiji and Kilwa areas (Dec. 2009)</li> <li>8 more BMUs established and strengthened, 4 in the North Delta, 4 in Mafia (June 2010)</li> </ul>	<ul style="list-style-type: none"> <li>Project records</li> <li>BMU registration documents</li> </ul>	<ul style="list-style-type: none"> <li>Partners have adequate time to devote to new facilitation, learning and practice activities.</li> </ul>



	Intervention logic	Objectively verifiable indicators	Baseline	Progress as of Year 5	Sources of verification	Assumptions
		<ul style="list-style-type: none"> <li>Committees (6x10) 6 village security committees (6x8) and 240 (6x40) other individuals have increased their knowledge about fisheries laws and fisheries ecological phenomena and &gt; 30% are capable of applying that knowledge for village level fisheries management.</li> </ul>	<ul style="list-style-type: none"> <li>0 (Jan. 2006)</li> </ul>	<ul style="list-style-type: none"> <li>(25 individuals x14Villages) village committees trained (Dec. 2009). 25 individuals x 23 Villages) village committees trained (June 2010)</li> <li>(1x6) Ward development Committees trained (Dec 2009). 3X4 Ward development Committees (June 2010)</li> <li>(30 individuals x15 Villages BMU Executive Committees trained (Dec 2009). (30 individuals x23 Villages BMU Executive Committees trained (June 2010)</li> <li>Total 776 individuals increased knowledge, 166 were women and 610 were capable of apply the knowledge (Dec. 2008)</li> <li>11 village security committees trained (Dec. 2009) 53</li> </ul>	<ul style="list-style-type: none"> <li>EAME and RuMaKi knowledge and awareness surveys</li> <li>Project training reports</li> <li>Reports of meetings of village assemblies, village governments, village environment and village security and other new committees.</li> </ul>	

	Intervention logic	Objectively verifiable indicators	Baseline	Progress as of Year 5	Sources of verification	Assumptions
		<ul style="list-style-type: none"> <li>Financial returns from the fishery resource to the village government funds have increased by at least 10%</li> </ul>	<ul style="list-style-type: none"> <li>0 (Dec. 2006)</li> </ul>	<ul style="list-style-type: none"> <li>37% (from 2,074,700 (Dec 2008) to 3,307,000) increase of financial return from the fishery resource to the village government funds (June, 2009).</li> <li>5,827,669 Tsh by June 2010</li> </ul>	<ul style="list-style-type: none"> <li>Revenue collection records from BMUS</li> </ul>	

	Intervention logic	Objectively verifiable indicators	Baseline	Progress as of Year 5	Sources of verification	Assumptions
	<p>Output 2: District capacity to engage in fisheries co-management strengthened</p>	<ul style="list-style-type: none"> <li>At least 9 District Fisheries Officers (3 per district) have increased knowledge and skills in fisheries ecosystem and legal and policy issues and are using the information for facilitating the improvement of local fisheries management.</li> </ul>	<ul style="list-style-type: none"> <li>Some skills, but not used in promotion of local fisheries management (Dec. – 2006)</li> </ul>	<ul style="list-style-type: none"> <li>4 district officers, trained in PNRM (Participatory Natural Resources management). In addition, 58 district change agents participated in the indoor training and have increased knowledge &amp; skills and are capable of applying the methodology at village level (Dec 2008)</li> <li>9 Fisheries Officers (4 from Kilwa, 2 from Mafia and 3 from Rufiji) are been participating in community meetings (Dec 2009). 10 fisheries officers are been participating in community meetings (June 2010)</li> </ul>	<ul style="list-style-type: none"> <li>Training reports and certificates</li> <li>Reports and email communications from District fisheries officers</li> </ul>	<ul style="list-style-type: none"> <li>New cooperation across village, and perhaps district, boundaries is possible despite non-existence of formal mechanisms at that level for it.</li> <li>New sub-village and supra-village organisations can clarify their relationships with the Village and Ward level governance bodies.</li> <li>Ecosystem</li> </ul>

	Intervention logic	Objectively verifiable indicators	Baseline	Progress as of Year 5	Sources of verification	Assumptions
		<ul style="list-style-type: none"> <li>At least 9 Fisheries staff (3 per district) are capable to apply fisheries co-management, as demonstrated by the number and quality of official presentations on the subject made at village, district and national levels.</li> </ul>	<ul style="list-style-type: none"> <li>No presentations on fisheries co-management and engagement with BMUs (Jan.2006).</li> </ul>	<p>28 Village presentations, 11 district presentation, 3 National presentation (Dec 2009).</p> <p>44 village presentations, 14 District presentations and 3 National presentations (June 2010)</p>	<ul style="list-style-type: none"> <li>Quality of reports from Fisheries staff</li> <li>Feedback from communities</li> <li>Project meeting reports and agendas.</li> </ul>	<p>concepts can be grasped and accommodated by all partners</p>

	Intervention logic	Objectively verifiable indicators	Baseline	Progress as of Year 5	Sources of verification	Assumptions
		<ul style="list-style-type: none"> <li>30% increase in numbers of fishery surveillance patrols conducted per year throughout each district.</li> </ul>	<ul style="list-style-type: none"> <li>6 patrols per year (Jan. 2006)</li> </ul>	<ul style="list-style-type: none"> <li>A total of 54 patrols were made 18 patrols per District in 2008</li> <li>A total of 106 patrols were made 35 patrols per District in Dec. 2009</li> <li>A total of 139 patrols were conducted by BMU jointly with district councils (90 by BMUs, 3 by district in Rufiji); 11 by BMUs and 3 by district in Kilwa; 29 by BMUs and 3 by district in Mafia) by June 2010</li> </ul>	<ul style="list-style-type: none"> <li>RUMAKI BMU patrol sub committees record book</li> </ul>	
	<p><u>Output 3:</u> Collaborative fisheries management plans (CFMPs) developed for six collaborative</p>	<ul style="list-style-type: none"> <li>Fisheries management plans including monitoring systems in place and authorised in at least six CFMAs.</li> </ul>	<ul style="list-style-type: none"> <li>0 CFMAs management plans (Jan, 2006).</li> </ul>	<ul style="list-style-type: none"> <li>2 CFMA management plans (Dec. 2009)</li> <li>3 CFMA management plans (March 2010)</li> </ul>	<ul style="list-style-type: none"> <li>Village, Ward and District reports and records.</li> <li>Minutes of approval meeting at village, Ward and district level</li> <li>Documents themselves</li> </ul>	<p>Fisher folks willing to participate in planning process</p>

	Intervention logic	Objectively verifiable indicators	Baseline	Progress as of Year 5	Sources of verification	Assumptions
	fisheries management areas (CFMAs) and implementation initiated	<ul style="list-style-type: none"> <li>Legal recognition (signed at district level) obtained for byelaws/regulations entailed within above</li> </ul>	<ul style="list-style-type: none"> <li>0 in 2006</li> </ul>	<ul style="list-style-type: none"> <li>15 BMU by-laws developed and entailed within VRMPs but not yet signed (Aug. 2009). 8 bylaws from Rufiji are signed up to WDC level, 7 from Mafia and Kilwa are not yet signed from Village level (Dec. 2009)</li> </ul>	<ul style="list-style-type: none"> <li>District by-laws register.</li> </ul>	
		<ul style="list-style-type: none"> <li>Community members actively involved in fisheries-related surveillance activities within 6 CFMAs</li> <li>Surveillance sub-committee participation</li> </ul>	<ul style="list-style-type: none"> <li>0 (Jan. 2006)</li> </ul>	<ul style="list-style-type: none"> <li>14 BMU executive committees are actively involved in fisheries-related surveillance activities (Aug. 2008).</li> <li>75 members of BMU sub-committee of surveillance participated in surveillance activities Dec 2009</li> <li>379 members involved in patrols by June 2010</li> </ul>	<ul style="list-style-type: none"> <li>Subcommittee report to monthly BMU meeting and quarterly report of CFMAs and district authorities and Director of fishers and WWF.</li> </ul>	

	<b>Intervention logic</b>	<b>Objectively verifiable indicators</b>	<b>Baseline</b>	<b>Progress as of Year 5</b>	<b>Sources of verification</b>	<b>Assumptions</b>
	<p><u>Output 4:</u> Capacity of community fisheries co-management groups to collaborate in data collection and to apply fisheries information in decision-making strengthened</p>	<ul style="list-style-type: none"> <li>• Three District fisheries databases are functional, i.e. regular receiving and entering of data, analysing and synthesising data each month. Interpreting and disseminating the data each half year</li> </ul>	<ul style="list-style-type: none"> <li>• 0 databases (Jan. 2006)</li> </ul>	<ul style="list-style-type: none"> <li>• 3 Desktop computers for District fisheries databases are in place (2008). Database structures established (Aug. 2009)</li> <li>• Training on data entry into database was done. ( Dec. 2009)</li> </ul>	<ul style="list-style-type: none"> <li>• Databases themselves</li> <li>• Reports to district, Director of Fisheries and copied to BMUs</li> <li>• Village environment committees and other relevant bodies' meeting minutes.</li> </ul>	<ul style="list-style-type: none"> <li>• Voluntary effort will be available to trial the new communications systems.</li> </ul> <p>That those 'in the know' will be willing to share with those who don't have information</p>

	Intervention logic	Objectively verifiable indicators	Baseline	Progress as of Year 5	Sources of verification	Assumptions
		<ul style="list-style-type: none"> <li>At least 9 (3x3) District fisheries staff are capable of entering, analysing and interpreting fisheries data.</li> </ul>	<ul style="list-style-type: none"> <li>0 District Fisheries Officers were trained in fisheries data collection (Jan. 2006).</li> </ul>	<ul style="list-style-type: none"> <li>3 District fisheries Officers (1 from Rufiji, 1 from Mafia and 1 from Kilwa trained on Microcomputer Applications (Aug. 2009).</li> <li>Microcomputer applications include Introduction to computer-Ms Word, Ms Excel, Ms Access, Internet &amp; Email. The officers are able to enter fisheries data in Excel worksheet</li> <li>3 Fisheries District Officers trained on data entry and data base management (June 2010)</li> </ul>	<ul style="list-style-type: none"> <li>Database records</li> <li>Collaborative Fisheries reports and presentations by Fisheries staff.</li> <li>Feedback from meetings featuring Fisheries staff presentations</li> </ul>	



	Intervention logic	Objectively verifiable indicators	Baseline	Progress as of Year 5	Sources of verification	Assumptions
		<ul style="list-style-type: none"> <li>At least 6 Village governments and relevant BMUs are capable of applying fisheries data for local management, i.e. feeding monitoring data into local fisheries management plans.</li> </ul>	<ul style="list-style-type: none"> <li>0 people trained in data collection and management (Jan. 2006)</li> </ul>	<ul style="list-style-type: none"> <li>111 BMU members (91 BMU sub-committee for statistics) 20 BMU chair-persons, and 9 village chair persons in 9 village governments trained in data collection. (Aug. 2009).</li> <li>Monthly Fish catch Data collection by BMUs continues in 6 villages involving 36 BMU members. Database revision completed in December 2009. Data entry on progress by 2010.</li> </ul>	<ul style="list-style-type: none"> <li>Training reports</li> <li>Management plan revisions</li> </ul>	

	Intervention logic	Objectively verifiable indicators	Baseline	Progress as of Year 5	Sources of verification	Assumptions
		<ul style="list-style-type: none"> <li>At least 12 BMUs (Village level fisheries management entities) are receiving relevant, understandable fisheries data at least twice per year from the district fisheries division.</li> </ul>	<ul style="list-style-type: none"> <li>0 (Jan. 2006).</li> </ul>	<ul style="list-style-type: none"> <li>Not yet, see above</li> </ul>	<ul style="list-style-type: none"> <li>Meeting minutes from sub committees</li> <li>Village data records</li> <li>BMU annual report</li> </ul>	

<p>Output 5: Capacity strengthened within village civil society (CSOs) and faith based organisations to engage in lobbying, advocacy &amp; awareness on fisheries management issues</p>	<ul style="list-style-type: none"> <li>Communities within 6 CFMAs exposed to awareness-raising CFM and sustainable fisheries management by civil society organisation (CSOs) and faith-based organisations</li> </ul>	<ul style="list-style-type: none"> <li>None (Jan. 2009)</li> </ul>	<ul style="list-style-type: none"> <li>9 CSOs( (Bedeni – Jaja, Dima Maendeleo-Kiechuru, Mzalendo-Nyamisati all are from Rufiji) (Wavuvi Wazamiaji-Dongo, Wengi Wape-Jimbo, Amkeni-Banja all from Mafia) Zinduka-Kivinje, SOZOCOMAE-Kilwa and Toa Hoja-Masoko all from Kilwa)) have been trained to facilitate CFM awareness at community level and have applied this in 15 villages (Jan. 2009)</li> <li>8 trainings facilitated by faith based groups in CFM awareness and advocacy at Kilwa district involved 160 fishers (Aug. 2008)</li> <li>11 BMUs within 3 CFMAs were exposed to awareness raising through 9 CSOs.</li> <li>7 Faith Based leaders visited Tanga BMUs to learn about BMU networking/CCCs (May 2010)</li> </ul>	<ul style="list-style-type: none"> <li>RuMaKi knowledge and awareness surveys.</li> <li>Village records of groups and organisations</li> <li>Meeting minutes</li> <li>KAP survey</li> <li>CSO minutes</li> </ul>	<ul style="list-style-type: none"> <li>Interest exists at grassroots level</li> </ul>
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		<ul style="list-style-type: none"> <li>• BMU and CFMA representatives based within Rufiji-Mafia-Kilwa actively participate in various fisheries management fora at community and district levels</li> </ul>	<ul style="list-style-type: none"> <li>• 0 (Jan.2006)</li> </ul>	<ul style="list-style-type: none"> <li>• 55 BMUs who are also CCC representatives participate in community and district meetings (Dec 2009)</li> <li>• 690 BMUs representatives based within Rufiji-Mafia-Kilwa actively participate in various fisheries management fora at community, 55 CCCs participate in District meetings (June 2010)</li> </ul>	<ul style="list-style-type: none"> <li>• Groups'/associations own records.</li> <li>• District Community Development Office records.</li> <li>• BMU annual report</li> </ul>	
Output 6: Livelihood activities supported to	Number of VICOBA groups established by project and loan statistics.	<ul style="list-style-type: none"> <li>• None (Jan. 2006)</li> </ul>	<ul style="list-style-type: none"> <li>• 4 VICOBA groups established at Rufiji district no loan statistics by Dec 2009</li> </ul>	<ul style="list-style-type: none"> <li>• VICOBA records</li> <li>• Project reports</li> </ul>	<ul style="list-style-type: none"> <li>• Community willingness and commitment to perform</li> </ul>	

strengthen engagement with community groups involved in fisheries co-management	Number of mari-culture enterprises established by project and their respective production/income generation.	<ul style="list-style-type: none"> <li>• None (Jan. 2006)</li> </ul>	<ul style="list-style-type: none"> <li>• 6 mariculture enterprises established in Rufiji and 1 in Mafia and received 500,000/= by Dec 2009</li> </ul>	Project records Mariculture enterprises records	<p>various livelihood options</p> <ul style="list-style-type: none"> <li>• Training modules will be used and referred as appropriate</li> <li>• Material support will be maintained/used accordingly</li> </ul>
	Number of BMU Members participated in technical skills training	<ul style="list-style-type: none"> <li>• None by project (Jan. 2006)</li> </ul>	<ul style="list-style-type: none"> <li>• 53 members (29 women and 24 men) equivalent to 1.6% of BMU members in 27 enterprise groups, have participated in 5 man days of technical skills training (carpentry and food vending) (Aug. 2009).</li> </ul>	Training modules Training reports	
	Number of BMU members having training materials.	<ul style="list-style-type: none"> <li>• None (Jan. 2006)</li> </ul>	<ul style="list-style-type: none"> <li>• NORAD Material support provided to 3 enterprise groups 16, members in total (Aug. 2009)</li> </ul>	<ul style="list-style-type: none"> <li>• Infrastructure and materials provided</li> <li>• Receiving book</li> </ul>	Training reports




		5 selected RUMAKI enterprise groups functional/supported	<ul style="list-style-type: none"> <li>None (Jan. 2006)</li> </ul>	<ul style="list-style-type: none"> <li>Uvuvi Ogopa jibu, Jengoni Women, Mapambano (from Mafia); Kimaso, Bluefish, Kisukuku, 4 VICOBA from North Delta (120 members) (From Kilwa) (Dec. 2009)</li> <li>A total of 188 BMU members were supported by June 2010</li> </ul>	Project training records	
Output 7: Lessons learned disseminated to relevant parties interested/involved in fisheries co-management initiatives within EAME	<ul style="list-style-type: none"> <li>Reports published and circulated</li> </ul>	<ul style="list-style-type: none"> <li>None by project (Jan. 2009)</li> </ul>	<ul style="list-style-type: none"> <li>Briefing kit published (Month, 2007)</li> <li>2 versions of BMU guidelines (English and Swahili) distributed in WWF-TPO, Fisheries Division, National Library and RUMAKI areas(March, 2009)</li> </ul>	<ul style="list-style-type: none"> <li>WWF TPO publications records.</li> <li>National Library</li> </ul>	Messages published and disseminated will be interesting and understood by others.	
	<ul style="list-style-type: none"> <li>Lessons learned report</li> </ul>	<ul style="list-style-type: none"> <li>None (Jan. 2009)</li> </ul>	<ul style="list-style-type: none"> <li>To be produced in 2010 (Dec. 2009)</li> </ul>	<ul style="list-style-type: none"> <li>Lessons learned report</li> </ul>		
	<ul style="list-style-type: none"> <li>Video on fisheries co-management produced and disseminated</li> </ul>	<ul style="list-style-type: none"> <li>None (Jan. 2009)</li> </ul>	<ul style="list-style-type: none"> <li>To be produced in 2010 (Dec. 2009)</li> </ul>	<ul style="list-style-type: none"> <li>Video</li> </ul>		





		<ul style="list-style-type: none"><li>• Number of requests received to visit the project by university students, parliament members and others.</li></ul>	<ul style="list-style-type: none"><li>• 0 in 2006</li></ul>	<ul style="list-style-type: none"><li>• Rukia Kitula – PhD student from University of DSM (2009)</li><li>• January Ndagala – an MSc. Student (2009),</li></ul>	<ul style="list-style-type: none"><li>• Request letters</li><li>• Project reports</li></ul>	
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

**Annex 7: Progress against indicators**



Project Targets	Indicators	Baseline (value and time of measurement)	Current status (Value and Date) with discussion of any variance	Success rating (green, amber or red)
<b>Project purpose</b>				
Improved socio-economic well being of coastal Rufiji-Mafia-Kilwa communities through sustainable, participatory and equitable utilisation, management and protection of marine and coastal resources.	Average 10% increase in material style of life indicators in RMK coastal households by yr 5	16% of households have the standard metal roofing, 82% use grass and sticks as roofing material. 77% of materials used for walls of houses are made of grass and sticks. (HOUSEHOLD	No data as of yet. Next socio-economic survey to be made in early 2011.	
	Catch-per-unit-effort of artisanal near-shore fisheries increases by 10% from yr1 to yr5,	ECONOMICS SURVEY- JUNE '09)	Dema Trap 0.13, Handline 0.93 and Tidal Set-net 0.18 (July 2009)	
	<ul style="list-style-type: none"> <li>10% reduction in households with fisheries as primary source of income by yr5</li> </ul>		No data as of yet. Next socio-economic survey to be made in early 2011. Interviews revealed that most people have not changed their economic activities	





	<ul style="list-style-type: none"> <li>Two thirds of coastal residents perceive significant benefit from marine &amp; coastal resources management initiatives of RUMAKI project</li> </ul>		<p>No data as of yet. Next KAP survey to take place in 2010 or 2011, However, the communities expressed high regards to RUMAKI initiatives during the evaluation meetings</p>	
	<ul style="list-style-type: none"> <li>At least 10% increase in volume/ha in selected mangrove sites in RMK seascape by yr5</li> </ul>		<p>Mangrove study done in Sept 09. Report in preparation. NB. Mangroves are no longer under BMU control due to move of fisheries division from Ministry of Natural Resources and Tourism to Ministry of Livestock, Development and Fisheries</p>	
	<ul style="list-style-type: none"> <li>At least 1% annual increase in coral cover on selected reefs yr 1 to yr 5</li> </ul>		<p>Reef survey done in November 2009. Report in preparation NB. The coral cover is not expected to show much change in the short term, and this indicator should be seen as a long-term indicator of the goal.</p>	



<p>To strengthen the capacity of communities and local authorities to engage effectively in sustainable fisheries co-management initiatives within Rufiji-Mafia-Kilwa seascape in Tanzania</p>	<p>Fisheries management plans including monitoring systems in place and authorised in at least six CFMAs.</p>	<p>0 management plans (Jan, 2006). CFMAs plans</p>	<p>3 CFMA management plans (20 BMU fisheries management plans) in place (SOPOJA, DOKICHUNDA, MBWEKIEKI) Management plans for 3 new CFMAs not yet harmonized. KIMSA, MCHIMCHUNYA and KIBAJOJI CFMAs): (Sept 2010).</p>	<p> </p>
	<p>Significant reduction in incidence of destructive fishing practices within 6 CFMAs by end Yr 5.</p>	<p>No data available for confiscated illegal fishing gear (Dec 2008) No data available for number of registered fishers (with fishing licences) in Mafia, Rufiji and Kilwa respectively( Dec 2008)</p>	<p>520 fishers and 29 fishing vessels were registered, in Mafia, Rufiji and Kilwa respectively( Dec 2009) 39 illegal fishing gear confiscated by June 2010 and 72 fishers caught with no fishing licence</p>	<p></p>
	<p>Regular meetings being held by community fisheries management groups within 6 CFMAs by end yr 3.</p>	<p>No CFMA meetings (Jan. 2006)</p>	<p>Total of 7 CFMA meetings (3 meetings for SOPOJA, 3 meeting for DOKICHUNDA and 1 for MBEKIEKI CFMAs (June 2010)</p>	<p></p>




	District level fora established to bring together fisheries' stakeholders at community, district & national levels	No fora in place (Jan. 2006)	5 district stakeholder meetings (June 2010)	
	Revenue generating mechanisms established for community fisheries management groups by end Yr 4.	0 (Jan. 2006)	Sustainable revenue mechanisms established (Dec 2009) 4 VICOBA groups established in the North Delta (Dec. 2009)	
	> 10% increase in budgets allocated by Districts to fisheries co-management	0 (Jan. 2006)	Fisheries co-management will be discussed in District development plans during the 2010 budget years.	
<b>Output 1</b>				
Community groups responsible for fisheries co management established and/or strengthened	19 BMUs established by the end of year 5	0 BMUs established by project (Jan. 2006)	15 BMUs and 3 CFMAs established by project divided into Mafia, Rufiji and Kilwa areas (Dec. 2009)  8 more BMUs established and strengthened, 4 in the North Delta, 4 in Mafia (June 2010)	

	<p>Committees (6x10) 6 village security committees (6x8) and 240 (6x40) other individuals have increased their knowledge about fisheries laws and fisheries ecological phenomena and &gt; 30% are capable of applying that knowledge for village level fisheries management.</p>	<p>0 (Jan. 2006)</p>	<p>(25 individuals x14Villages) village committees trained (Dec. 2009). 25 individuals x 23 Villages) village committees trained (June 2010)</p> <p>(1x6) Ward development Committees trained (Dec 2009). 3X4 Ward development Committees (June 2010)</p> <p>(30 individuals x15 Villages BMU Executive Committees trained (Dec 2009). (30 individuals x23 Villages BMU Executive Committees trained (June 2010)</p> <p>Total 776 individuals increased knowledge, 166 were women and 610 were capable of apply the knowledge (Dec. 2008)</p> <p>11 village security committees trained (Dec. 2009). 53 Village security committees trained (June 2010).</p> <p>58 changing agents trained (Dec. 2008) 21 change agents trained (Dec. 2009). 24 change agents trained (June</p>	<p></p> <p></p>
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	<p>Financial returns from the fishery resource to the village government funds have increased by at least 10%</p>	<p>0 (Dec. 2006)</p>	<p>37% (from 2,074,700 (Dec 2008) to 3,307,000) increase of financial return from the fishery resource to the village government funds (June, 2009).  5,827,669 Tsh by June 2010</p>	
<p><b>Output 2</b></p>				


<p>District capacity to engage in fisheries co-management strengthened</p>	<p>At least 9 District Fisheries Officers (3 per district) have increased knowledge and skills in fisheries ecosystem and legal and policy issues and are using the information for facilitating the improvement of local fisheries management.</p>	<p>Some skills, but not used in promotion of local fisheries management (Dec. – 2006)</p>	<p>4 district officers, trained in PNRM (Participatory Natural Resources management). In addition, 58 district change agents participated in the indoor training and have increased knowledge &amp; skills and are capable of applying the methodology at village level (Dec 2008)</p> <p>9 Fisheries Officers (4 from Kilwa, 2 from Mafia and 3 from Rufiji) are been participating in community meetings (Dec 2009). 10 fisheries officers are been participating in community meetings (June 2010)</p>	
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


	<p>At least 9 Fisheries staff (3 per district) are capable to apply fisheries co-management, as demonstrated by the number and quality of official presentations on the subject made at village, district and national levels.</p>	<p>No presentations on fisheries co-management and no engagement with BMUs (Jan.2006).</p>	<p>28 Village presentations, 11 district presentation, 3 National presentation (Dec 2009). 44 village presentations, 14 District presentations and 3 National presentations (June 2010)</p>	
	<p>30% in Increase in numbers of fishery surveillance patrols conducted per year throughout each district.</p>	<p>6 patrols per year (Jan. 2006)</p>	<p>A total of 54 patrols were made 18 patrols per District in 2008  A total of 106 patrols were made 35 patrols per District in Dec. 2009  A total of 139 patrols were conducted by BMU jointly with district councils (90 by BMUs, 3 by district in Rufiji); 11 by BMUs and 3 by district in Kilwa; 29 by BMUs and 3 by district in Mafia) by June 2010</p>	
<p><b>Output 3</b></p>				





<p>Collaborative fisheries management plans (CFMPs) developed for six collaborative fisheries management areas (CFMAs) and implementation initiated</p>	<p>Fisheries management plans including monitoring systems in place and authorised in at least six CFMAs.</p>	<p>0 CFMAs management plans (Jan, 2006).</p>	<p>2 CFMA management plans (Dec. 2009) 3 CFMA management plans (March 2010)</p>	
	<p>Legal recognition (signed at district level) obtained for byelaws/ regulations entailed within above</p>	<p>0 in 2006</p>	<p>15 BMU by-laws developed and entailed within VRMPs but not yet signed (Aug. 2009). 8 bylaws from Rufiji are signed up to WDC level, 7 from Mafia and Kilwa are not yet signed from Village level (Dec. 2009)</p>	
	<ul style="list-style-type: none"> <li>Community members actively involved in fisheries-related surveillance activities within 6 CFMAs</li> </ul> <p>Surveillance sub-committee participation</p>	<p>0 (Jan. 2006)</p>	<p>14 BMU executive committees are actively involved in fisheries-related surveillance activities (Aug. 2008).</p> <p>75 members of BMU sub-committee of surveillance participated in surveillance activities Dec 2009</p> <p>379 members involved in patrols by June 2010</p>	







Output 4				
Capacity of community fisheries co-management groups to collaborate in data collection and to apply fisheries information in decision-making strengthened	Three District fisheries databases are functional, i.e. regular receiving and entering of data, analysing and synthesising data each month. Interpreting and disseminating the data each half year	0 databases (Jan. 2006)	3 Desktop computers for District fisheries databases are in place (2008). Database structures established (Aug. 2009) Training on data entry into database was done. (Dec. 2009)	
	At least 9 (3x3) District fisheries staff are capable of entering, analysing and interpreting fisheries data.	0 District Fisheries Officers were trained in fisheries data collection (Jan. 2006).	3 District fisheries Officers (1 from Rufiji, 1 from Mafia and 1 from Kilwa) trained on Microcomputer Applications (Aug. 2009). Microcomputer applications include Introduction to computer- Ms Word, Ms Excel, Ms Access, Internet & Email. The officers are able to enter fisheries data in Excel worksheet 3 Fisheries District Officers trained on data entry and data base management (June 2010)	

	<p>At least 6 Village governments and relevant BMUs are capable of applying fisheries data for local management, i.e. feeding monitoring data into local fisheries management plans.</p>	<p>0 people trained in data collection and management (Jan. 2006)</p>	<p>111 BMU members (91 BMU sub-committee for statistics) 20 BMU chairpersons, and 9 village chair persons in 9 village governments trained in data collection. (Aug. 2009).</p> <p>Monthly Fish catch Data collection by BMUs continues in 6 villages involving 36 BMU members. Database revision completed in December 2009. Data entry on progress by 2010.</p>	
	<p>At least 12 BMUs (Village level fisheries management entities) are receiving relevant, understandable fisheries data at least twice per year from the district fisheries division.</p>	<p>0 (Jan. 2006).</p>	<p>Not yet, see above</p>	
<p><b>Output 5</b></p>				

Capacity strengthened within village civil society (CSOs) and faith based organisations to engage in lobbying, advocacy & awareness on fisheries management issues	Communities within 6 CFMAs exposed to awareness-raising CFM and sustainable fisheries management by civil society organisation (CSOs) and faith-based organisations	None (Jan. 2009)	<ul style="list-style-type: none"> <li>• RuMaKi knowledge and awareness surveys.</li> </ul> <p>Village records of groups and organisations</p> <p>Meeting minutes, KAP survey</p> <p>CSO minutes</p>	
	BMU and CFMA representatives based within Rufiji-Mafia-Kilwa actively participate in various fisheries management fora at community and district levels	0 (Jan.2006)	<ul style="list-style-type: none"> <li>• Groups'/associations own records.</li> <li>• District Community Development Office records.</li> </ul> <p>BMU annual report</p>	
<b>Output 6</b>				
Livelihood activities supported to strengthen engagement with community groups involved in fisheries co-management	Number of VICOBA groups established by project and loan statistics.	None (Jan. 2006)	4 VICOBA groups established at Rufiji district no loan statistics by Dec 2009	

	Number of mari-culture enterprises established by project and their respective production/income generation.	None (Jan. 2006)	6 mariculture enterprises established in Rufiji and 1 in Mafia and received 500,000/= by Dec 2009	
	Number of BMU Members participated in technical skills training	None by project (Jan. 2006)	53 members (29 women and 24 men) equivalent to 1.6% of BMU members in 27 enterprise groups, have participated in 5 man days of technical skills training (carpentry and food vending) (Aug. 2009).	
	Number of BMU members having received training materials.	None (Jan. 2006)	NORAD Material support provided to 3 enterprise groups 16, members in total (Aug. 2009)	
	5 selected RUMAKI enterprise groups functional/supported	None (Jan. 2006)	<ul style="list-style-type: none"> <li>Uvuvi Ogopa jibu, Jengoni Women, Mapambano (from Mafia); Kimaso, Bluefish, Kisukuku, 4 VICOBA from North Delta (120 members) (From Kilwa) (Dec. 2009)</li> </ul> <p>A total of 188 BMU members were supported by June 2010</p>	

<b>Output 7</b>				
Lessons learned disseminated to relevant parties interested/ involved in fisheries co-management initiatives within EAME	Reports published and circulated	None by project (Jan. 2009)	Briefing kit published (Month, 2007) 2 versions of BMU guidelines (English and Swahili) distributed in WWF-TPO, Fisheries Division, National Library and RUMAKI areas(March, 2009)	
	Lessons learned report	None (Jan. 2009)	To be produced in 2010 (Dec. 2009)	
	Video on fisheries co-management produced and disseminated	None (Jan. 2009)	To be produced in 2010 (Dec. 2009)	
	Number of requests received to visit the project by university students, parliament members and others.	0 in 2006	<ul style="list-style-type: none"> <li>Rukia Kitula – PhD student from University of DSM (2009)</li> <li>January Ndagala – an MSc. Student (2009),</li> </ul>	

Red – limited progress (<1/3 of indicators achieved);  
 Amber – good progress (1/3 – 2/3 of indicator achieved);  
 Green – very good progress (>2/3 of indicator achieved)

**Annex 8: Names of CFMA and BMUs in the project area.**

**Kilwa District**

1. Somanga
2. Njianne

**Rufiji District**

3. Jaja
4. Pombwe
5. Mbwera East
6. Mbwera West
7. Kiechuru
8. Kiasi
9. Mchungu
10. Nyamisati
11. Kiomboni
12. Mchinga Mfisini
13. Msala

**Mafia District**

14. Kilindoni
15. Dongo
16. Ndagoni
17. Chunguruma
18. Kirongwe
19. Kanga

- 20. Bweni
- 21. Banja
- 22. Jojo
- 23. Jimbo

**B. Name of all the BMUs/Villages that have been strengthened (build capacity)**

**Kilwa District**

- 1. Somanga

**Rufiji District**

- 2. Jaja
- 3. Pombwe
- 4. Mbwera East
- 5. Mbwera West
- 6. Kiechuru
- 7. Kiasi
- 8. Mchungu
- 9. Nyamisati
- 10. Kiomboni
- 11. Msala
- 12. Mchinga Mfisini

**Mafia District**

- 13. Kilindoni
- 14. Dongo
- 15. Ndagoni

16. Chunguruma
17. Kirongwe
18. Kanga – Did not enter into CFMA process
19. Jojo
20. Jimbo
21. Banja

**C. Names of the 6 pilot CFMAs established by the SCCaFCoM project**

1. **SOPOJA** CFMA which include the following BMUs/villages
  - a. Somanga
  - b. Jaja
  - c. PombweNB: This is the inter-district CFMA which cover the two districts of Kilwa and Rufiji
2. **MBWEKIEKI** CFMA in Rufiji Delta which include the following BMUs/villages
  - a. Mbwera East
  - b. Mbwera West
  - c. Kiechuru
  - d. Kiasi
3. **KIMSA** Rufiji North Delta which include the following BMUs/villages
  - a. Kiomboni
  - b. Msala
4. **MCHIMCHUNYA** Rufiji North Delta which include the following BMU/Villages
  - a. Mchinga Mfisini
  - b. Mchungu
  - c. Nyamisati
5. **DOKICHUNDA** CFMA in Mafia which include the following BMUs/villages
  - a. Dongo
  - b. Kilindoni
  - c. Chunguruma
  - d. Ngadoni



**6. JOJIBAKI CFMA in Mafia which include the following BMUs/villages**

- a. Jojo
- b. Jimbo
- c. Banja
- d. Kirongwe

**Annex 9: Civil Society scoring for BMUs in RUMAKI**

Characteristics of a Strong CSO	Administrative Capacity and Systems					Technical Capacity					Conflict Management			Transparency and Accountability		
	<b>Organisation</b>	a clear mission	accounting system in place	strategic plan	annual work plan	organisational structure with defined	management plan	resource management plan	resource	plan to improve livelihoods /	plan to improve livelihoods /	done analysis of conflict	have evolved mechanisms to address conflict	have experience in conflict resolution	have mechanisms to ensure accountability	the organisation is representative of the community

Somanga	1	0	1	1	1	0.8	1	1	1	1	1	0	1	0	0.333	1	1	1	1
Jaja						0					0				0				0
Pombwe						0					0				0				0
Mbwera East						0					0				0				0
Mbwera West						0					0				0				0
Kiechuru	→	0	1	1	1	0.8	1	1	1	1	1	0	0	0	0	1	1	1	1
Kiasi		0	1	1	1	0.6	1	1	1	1	1	0	0	0	0	1	1	1	1
Mchungu						0					0				0				0
Nyamisati		0	1	1	1	0.6	1	1	1	1	1	0	0	0	0	1	1	1	1
Kiomboni						0					0				0				0
Msala						0					0				0				0
Mchinga Mfisini						0					0				0				0
Kilindoni		0	1	1		0.4	1	1	1	1	1	0	0	0	0	1	1	1	1
Dongo						0					0				0				0
Ndagoni						0					0				0				0
Chunguruma	→	0	1	1	1	0.8	1	0	1	1	0.75	0	0	0	0	1	1	1	1
Kirongwe						0					0				0				0
Jojo						0					0				0				0
Jimbo	→	0	1	1	1	0.8	1	1	1	1	1	0	0	0	0	1	1	1	1
Banja						0					0				0				0
						0					0				0				0
						0					0				0				0

NOTE: Assessment done for only BMUs visited.

**Instructions:**

List the CSO you are scoring down the left hand column (add extra rows if necessary)

ideally you would score ALL the CSOs you are working with, if not you could use a representative sample of CSOs.

If you are using a representative sample, please explain how you are selecting the sample and whether we can extrapolate from that to make statements for all CSOs

You may wish to differentiate between different geographic areas, or the length of time you have been supporting the organisation - what ever works for you. Please be clear!

Score 1 (yes) or 0 (no) for each category

The Score Column has a formula attached which will calculate the score for each characteristic.

A score of 1= meets all the criteria, 0 = meets none of the criteria

You will get a score for each characteristic plus an overall score for the organisation

## **Annex 10: Documents consulted**

1. The SCCaFCoM Project original document entitled “Strengthening Community Capacity for Fishery Co-Management”
2. SCCaFCoM project reports
3. The RUMAKI Programme Document entitled: Collaborative Marine and Coastal Resources Management & Livelihoods Development in Rufiji-Mafia and Kilwa Districts, Tanzania.
4. Project contracts
5. Monitoring Plan for RUMAKI Programme and Stakeholders
6. Household economics baseline survey in RUMAKI coastal communities, KAP survey.
7. Fisheries policy 1997, Fisheries Act of 2003, Fisheries Regulation 2005 & 2009.
8. The relevant documents/process that has been produced for implementation of the project (BMU and CFMA guidelines)
9. 2010 Midterm evaluation of WWF project, funded by European Commission in Rufiji, Mafia and Kilwa coastal areas.
10. Midterm evaluation of SCCaFCoM project, funded by NORAD and WWF- Norway in Rufiji, Mafia and Kilwa coastal areas.