

The United Republic of Tanzania
MINISTRY OF NATURAL RESOURCES AND TOURISM



REPORT

**WORKSHOP TO STRATEGIZE ON THE REMOVAL OF THE
RUINS OF KILWA KISIWANI AND RUINS OF SONGO MNARA
WORLD HERITAGE PROPERTY FROM THE LIST OF WORLD
HERITAGE IN DANGER
15 - 17 JULY 2009**



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Acronyms

DED	-	District Executive Director
MNRT	-	Ministry of Natural Resources and Tourism
KDC	-	Kilwa District Council
CBO	-	Community Based Organizations
DC	-	District Commissioner
DT	-	Director of Tourism
TTB	-	Tanzania Tourism Board
AC	-	Assistant Conservator
AD CTS	-	Assistant Director, Conservation, Technology and Sites
ADRTS	-	Assistant Director, Research, Training and Statistics
MoC	-	Memorandum of Cooperation
MACEMP	-	Marine and Coastal Environment Management Programme
RUMAKI	-	Rufiji Mafia Kilwa
VEO	-	Village executive Officer

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PROPERTY FROM THE LIST OF WORLD HERITAGE IN DANGER
15 - 17 JULY 2009**

1.0 INTRODUCTION

The Workshop to strategize on the removal of the Ruins of Kilwa Kisiwani and Ruins of Songo Mnara World Heritage property was conducted at Kilwa Seaview Resort in Kilwa Masoko from 15- 17 March 2009. The Workshop was organized by the Ministry of Natural Resources and Tourism and was funded by the Ministry in collaboration with the African World Heritage Fund (AWHF).

The implementation was organized such that both stakeholders and experts were involved in various capacities. The first day of the meeting (15 July 2009) was used for stakeholders meeting and the second day of the meeting (16 July 2009) was entirely used by the experts for strategizing. The third day of the meeting (17 July 2009) was used partly for site excursion - in Kilwa Kisiwani and Songo Mnara and for strategizing.

The stakeholders who participated in the workshop included representatives from the community both from Kilwa Kisiwani and Songo Mnara, expert from UNESCO- Dar es Salaam recently involved in conservation activities in Songo Mnara, representatives from the Kilwa District office in particular the District Executive Director, the departments of Forestry, Land Planning, Fisheries; representatives from the Antiquities office in Kilwa and representatives from village Committees and NGO's. Both national and international experts were involved. The national experts included; retired lecturer from the University of Dar es Salaam, staff from the HQ of the Antiquities Division and from the Land planning office - Kilwa district and the antiquities office in Kilwa. The international experts involved representatives from the AWHF, UNESCO, ICOMOS (expert from Mombasa – Kenya) and from the Ghana National Museum and Monuments. All together a total of **22** stakeholders and **10** experts participated. A complete list is given in *Appendix 1*. Apart from producing the draft strategy to remove the Property from the List of World Heritage in Danger, a draft Organization structure of the management of the Property was developed. *Appendices 2&3*

The objective of the Workshop was to bring together experts to develop strategies to be implemented to remove the Ruins of Kilwa Kisiwani and Ruins of Songo Mnara World Heritage property from the List of World Heritage in Danger by

2012. The Property was inscribed on the List of World Heritage in Danger in 2004 because it was found to experience threatening problems in particular erosion caused by sea waves, deterioration and decay leading to the collapse of the historical and archaeological structures.

The State Party's opinion is to concentrate interventions within the boundaries of the Property as has been since inscription on the World Heritage List. The recommendation by the ICOMOS/ICCROM experts and the World Heritage Committee to extend the boundaries of the Property to include Kilwa Kivinje and Sanje ya Kati will be dealt with by implication in the course of addressing issues of the Property central dimensions. Such activities like condition survey and documentation of the historic built structures in Kilwa Kivinje for the purpose of rehabilitation of outstanding historical building have already been carried out by an expert under the support of the Marine and Coastal Environment Management Project (MACEMP). Through this undertaking the Structural reinforcement and maintenance of the German Administrative building (BOMA) in Kilwa Kivinje has also been done and the BOMA is currently leased out to a private investor.

As an outcome of the experts work, strategies have been devised to the span of three years (July 2009 – December 2012). Activities which fall under the Antiquities jurisdiction have been clearly identified and will require immediate attention. Strategies have been logically put in the order of prioritization.

1.1 Stakeholders meeting

Being an activity meeting, very brief remarks which included a word of welcome to the representative from the AWHF, the experts, stakeholders and facilitators and a summary of the objective of the meeting was given by the Director of Antiquities Mr. Donatius Kamamba.

1.2 Presentations

During the Workshop, a total of five information papers were presented and an opportunity was given to participants for questions and answers in the plenary sessions. The main issues raised by the presenters and the concerns of the stakeholders are given herein under.

1st Presentation:

“The status of a world Heritage sites in a global perspective, how a site attains this status and the role of the state party, stakeholders and the community” By Jimbi Katana:

Issues raised by stakeholders:

For a site to be inscribed in world heritage list, the respective State party should;

- Describe the significance of the property;
- Ensure proper legal protection of the property;
- Ensure integrated management approach;
- Ensure accessibility to the property – in terms of infrastructure, and
- Ensure awareness to the public on community, cost and benefit sharing from the property;

2nd Presentation:

“The state of conservation of the Ruins of Kilwa Kisiwani and the Ruins of Songo Mnara as existing with focus on issues already pointed out in the various reports from 2005 to march 2009” By Eliwasa Maro.

The presentation pointed out that several monitoring missions have been undertaken in Kilwa Kisiwani and Songo Mnara by experts from the World Heritage Centre, ICCROM and ICOMOS since the year 2004. These missions have identified issues that are detrimental to the conservation of the property. They also have commended the efforts and good performance in conservation and management by the State Party. However, some of the major conservation problems affecting the property are identified to include the following:-

- Sea wave erosion;
- Un clear boundaries;
- Inadequate implementation of existing plans;
- Inadequate staffing and unclear on site administrative structure;
- Deterioration and decay of the monuments;
- Unsustainable training for the local artisans;
- In adequate participation and involvement of local community and District authority;
- Out dated Management plan, and
- In adequate, involvement, participation of other, relevant sectors and professionals.

3rd Presentation:

“Management issues affecting the Ruins of Kilwa Kisiwani and the Ruins of Songo Mnara (touching on the current status of the property on the world Heritage List, staffing, distribution and execution of responsibilities at the site while reflecting on the consequences of over and understaffing at a world Heritage site”. By. Kofi .Amekudi.

1.3 Issues raised by stakeholders

- Generally management issues in World Heritage Sites involve promoting specific knowledge, skills, and resources; Designing management plans, integrated approach and attending specific needs.
- In addressing specific needs, the following should be considered:-
 - Improve infrastructure;
 - Integrated management;
 - Cleanliness of the environment;
 - Job creation;
 - Develop tourism and diversify attraction;
 - Local community development, and
 - Establishment of by- laws and their enforcement

Therefore, the presentation stressed the execution of these activities to be the responsibility of all stakeholders as it is for the community’s interest.

4th Presentation:

“Efforts on the conservation of the property initiated and implemented by the government of Tanzania in collaboration with UNESCO and Development Partners”. By. D. M. K. Kamamba:

It was pointed out that efforts on the conservation of the property, started in 2000; by identifying problems such as; deterioration of structure, and monuments, due to natural and human agencies, in adequate staffs limited awareness on the value of the heritage and property boundaries.

In solving the identified problems, the government in collaboration with development partners developed proposals to solicit funds and technical assistance. This resulted into the development of the conservation and

development plan of the property; rehabilitation of some monuments and promotion of the site.

During the implementation of the project named ‘Emergency Conservation of Kilwa Kisiwani and Songo Mnara Endangered World Heritage sites’, some of the activities that were implemented included the rehabilitation of monuments and control of sea wave action along the shore. More conservation works on specific monuments were done in Kilwa Kisiwani from 2004 -2006 under the funding from the government of Tanzania, the governments of Japan, France, Norway and UNESCO. From this time to date the government of Tanzania has continued to take responsibilities in collaboration with UNESCO and other development partners. In the material time, the government is working with the World Monument Fund on a project to rescue the Gereza. The presenter also mentioned some of the main problems facing the property and the government at large.

1.4 Issues raised by stakeholders

Stakeholders had concerns on the following issues;

- Inadequate implementation of integrated management;
- Inadequate knowledge of roles and Responsibility of local authority;
- Lack of by- laws;
- Inadequate participation and involvement of local community, and
- Inadequate site presentation and interpretation in particular Songo Mnara.

5th Presentation:

“The relevance of strategic planning in Heritage management in relation to National and international Laws”. By Dr. Mesaki

The presentation was designed for capacity building to both the stakeholders and the experts involved in developing the strategy for the property. The main highlights focused on main issues to be considered in strategic planning for sustainable implementation. They include:

- (i) Sustainability of the property, in terms of key result areas.

It was stressed that a strategy should have clearly defined;

- Themes

- Participation
 - Finances
 - Environment and
 - Human resources
- (ii) Sustainable management in terms of
- Situational analysis
 - SWOT analysis
- (iii) Management issues and objectives in terms of:
- Goals and Objectives
 - Sites presentation and interpretation
 - Zoning
 - Promotion and development
 - Institutional arrangement and planning
 - Environmental Conservation management
 - Cognizance of international conventions and charters
 - Level of community awareness and participation
 - Access and ownership of the site
 - Marketing
 - Community needs and values
 - Legal aspects
 - Administrative framework
 - Socio-economic aspects, and
 - Intangible and tangible issues.
- (iv) Implementation, Monitoring and Evaluation

1.5 Issues raised by stakeholders

- Planning should start at the local level;
- There should be an effective link among village government, District; Council and the Central government, and
- At district level there should also be cultural heritage experts.

2.0 GROUP WORK

Workshop participants were divided into three groups and the external experts were involved in each. The strategizing exercise was directed on the following:

- the issues raised by the WHC, ICOMOS, ICCROM, IUCN experts (2005 – 2008);
- The ICOMOS/ICCROM report 2009;
- the objectives itemized in the Kilwa Management Plan document, and -

- Development of a proposal of the Organization Structure of the Property.

Each group handled one item and put special emphasis on inclusion in the strategy the concerns raised by stakeholders for sustainable management of the property.

The ICOMOS/ICCROM report on the state of conservation of the property, 2009, and Decision 33 COM A.14 of the World Heritage Committee in its 33rd Session in Seville – Spain, recommended that the State Party should undertake the following as corrective measures:-

- (i) Implement urgent measures to halt sea wave action at specific areas currently negatively impacted;
- (ii) Survey and demarcate the boundaries of the property including extension to include Kilwa Kivinje and Sanje ya Kati;
- (iii) Improve and implement the management and conservation plans of the property;
- (iv) Provide for on-site management staff;
- (v) Halt vegetation growth within and around monuments;
- (vi) Halt of illegal removal monuments stones for private construction.
- (vii) Delineate the boundaries for the two components of the property and their buffer zones;
- (viii) Use the management plan as the main vehicle for management of the site.

3.0 STRATEGIZING

The identified experts continued to work in groups to devise strategies to remove the property from the list in danger. Experts also made note on:

- The inclusion of the concerns raised by stakeholders for sustainable management of the property, and the state party's concern on the need to concentrate on the issues focused on the property as currently inscribed on the List to remove it from the List in Danger.
- Recommendations made by the experts through visual observations. A site visit to the Ruins of Songo Mnara and the Ruins of Kilwa Kisiwani was conducted with a purpose to visual familiarizing to the property, physical observations on the magnitude of some of the documented problems and conceptualizing on the required strategies. In the course of the site excursion experts had ample time to discuss and make on the spot recommendations to the Antiquities staff. These recommendations have also been featured in the strategy.

4.0 WAY FORWARD

A Draft strategy document was produced. However, the document required further input from experts from the Kilwa District Council particularly budget of some items and incorporation of community concerns in the strategy. The Division of Antiquities was advised to have the document completed and submitted to the AWHF by end of July 2009.

5.0 CLOSING

Concluding remarks from participants were given on various issues covered in the workshop. The Representative of the African World Heritage Fund and the coordinator of the workshop, Mr. Jacob Mhando, thanked the Government of Tanzania for hosting the workshop and the staffs of the Department of Antiquities, under the Ministry of Natural Resources and Tourism for their engagement and services provided during the workshop which made the workshop successful.

Facilitators; Jimbi Katana and Fredrick Kofi Amekudi thanked the organizers for recognizing them as experts and identifying them as resource persons. They also thanked participants for their positive response and expressed their hope that the strategies developed would have room for implementation under the support of the Tanzania government and donors. They also thanked the United Republic of Tanzania, The African World Heritage Fund and the Government of Tanzania for supporting the workshop.

Finally, Mr. Donatius M.K. Kamamba gave concluding remarks on behalf of the Tanzania experts. He expressed his gratitude to AWHF and all experts who were involved in the work for their commitment and stressed that the experts from the Antiquities Division will finalize the work timely.

The experts work session was officially closed by the Director of Antiquities, Mr. Donatius Kamamba at 1800 hrs on 17 July 2009.

**A WORKSHOP TO STRATEGIZE ON REMOVING THE WORLD HERIATEGE SITE OF THE RUINS OF
KILWA KISIWANI AND SONGO MNARA FROM THE LIST OF WORLD HERITAGE IN DANGER**

REGISTRATION FORM (DAY TWO: 15/07/2009)

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9.	Masoud Abeid	Tanzania	Chameny	-
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26	Masaud I. Abeid	Tanzania	CHAMENY	0786 – 529585
27	Abdul M. Mdowe	Tanzania	CHAIRMAN RUINS COMMITTEE SONGO MNARA	Kamati ya Magovu
28	Farooq Ismail	Tanzania	KILWA CULTURE CENTRE	Kilwacc@gmail.com
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30	Eliwasa E. Maro	Tanzania	ANTIQUITIES, DSM	eliwasamaro@yahoo.com
31	S.S. Ngurangwa	Tanzania	DED'S OFFICE	Box 12 Kilwa Masoko
32	Joseph Amandus	Tanzania	KILWA DISTRICT COUNCIL	Box 16, Kilwa Masoko

A STRATEGY TO REMOVE THE RUINS OF KILWA KISIWANI AND RUINS OF SONGO MNARA WORLD HERITAGE PROPERTY FROM THE LIST OF WORLD HERITAGE IN DANGER

Strategy 1: Implement urgent measures to halt sea wave action at specific areas currently negatively impacted by 2012

(i) Objective 1: Specific areas currently negatively impacted by sea waves identified by October 2009

ACTIVITIES	PERFORMANCE INDICATOR	ACTION BY (RESPONSIBLE) PERSON/INSTITUTION	TIME FRAME	COST in US \$
1. To undertake inventory of areas currently negatively impacted by sea waves.	- List of areas affected by sea waves including photos/images	- Site Managers	By 30 th September, 2009	600

(ii) Objective 2: Urgent measures to halt erosion by sea waves at some areas in Kilwa Kisiwani identified and implemented by 2011.

ACTIVITIES	PERFORMANCE INDICATOR	ACTION BY (RESPONSIBLE) PERSON/INSTITUTION	TIME FRAME	COST in US \$
1. To engage a consultant to review and update intervention measures proposed by the IMSRN expert mission in Kilwa in 2001 to halt sea wave erosion.	- Technical and financial proposal documents	- DoA	By 30 th September, 2009	10,000
2 To engage a contractor to undertake urgent measures.	- Signed contract to undertake urgent measures	- DoA	By 30 th June, 2010	10,000,000

Strategy 2: Spatial development strategy for Kilwa sites (Including extension to include Kilwa Kivinje and Sanje ya Kati) developed by December 2010

(i) Objective I: Property surveyed and boundaries identified by March 2010

ACTIVITIES	PERFORMANCE INDICATOR	ACTION BY (RESPONSIBLE) PERSON/INSTITUTION	TIME FRAME	COST in US \$
1. To engage a surveyor to identify and demarcate boundary as existing (legal map).	- Map	- DoA	By January 2010	10,000

(ii) Objective 2: Develop a spatial conservation and development strategic plan by June 2010

ACTIVITIES	PERFORMANCE INDICATOR	ACTION BY (RESPONSIBLE) PERSON/INSTITUTION	TIME FRAME	COST in US \$
2. To engage experts to develop spatial conservation and development strategy. (Develop a Strategic Plan (concept strategy) for discussion and debates- - lay out the inventory - conduct analysis leading to options Synthesis (produce concept strategy- not legal)	-Concept Strategy in place	- DoA - DED	By 30 th June, 2010	20,000

(iii) Objective 3: Develop land use plan (Master Plan) by September, 2010

ACTIVITIES	PERFORMANCE INDICATOR	ACTION BY (RESPONSIBLE) PERSON/INSTITUTION	TIME FRAME	COST in US \$
1. To engage landscape planners to develop land use plan- based on the concept strategy. This may lead into change of the legal map hence development of a revised legal map for the property.	- Revised Antiquities Plan (Map) in place	- DoA - DED	By 30 th March, 2011	15,000

(iv) Objective 4: Develop new legal boundaries of the Property by Dec. 2010

ACTIVITIES	PERFORMANCE INDICATOR	ACTION BY (RESPONSIBLE) PERSON/INSTITUTION	TIME FRAME	COST in US \$
1. To engage experts to develop new legal boundaries, cultural heritage Master plan and investment plan	- Approved Zoning map	- DoA	By 30 th Dec. 2011	20,000

Strategy 3: Provide for on site management staff (ANNUALLY)

Objective I: Staffing gaps in terms of numbers and qualifications identified by December 2010

ACTIVITIES	PERFORMANCE INDICATOR	ACTION BY (RESPONSIBLE) PERSON/INSTITUTION	TIME FRAME	COST In US \$
1. To take stock of the current staff - Number - Qualifications - Consult with public management office.	- Report on staffing level and requirement in place	- DoA	By 30 th August, 2009	500
2. To recruit required staff	- Records of recruited qualified staff in place.	- DoA	By 30 th April, 2010	12,000

Strategy 4: Halt vegetation growth within and around monuments by December 2011

Objective 1: Day to day management of the Property improved by December 2011

ACTIVITIES	PERFORMANCE INDICATOR	ACTION BY (RESPONSIBLE) PERSON/INSTITUTION	TIME FRAME	COST in Us\$
1. To identify priority areas which need immediate actions	- Inventory of priority areas (Reports)	- Site Managers	By 30 July, 2009	1,000
2. To identify and engage workers responsible for each site	- Reports including OPRAS Forms in place	- Site Managers	By 30 Aug. 2009	396,
3. To prepare and implement maintenance plan	- Approved operational plan in place	- Site managers	By 30 Sept. 2009	500

Strategy 5: Halt of illegal removal of monuments stones for private constructions by 2011

(i) **Objective 1:** Awareness Programme (2007 -2010) reviewed, updated and implemented by 2011

ACTIVITIES	PERFORMANCE INDICATOR	RESPONSIBLE PERSONS	TIME FRAME	COST In US\$
1. To review, update and implement relevant awareness measures proposed in the Awareness Raising Programme for cultural heritage in Tanzania (2007-2010) developed under the Capacity Building Project.	- Reports	- Site Managers - Village conservation committee	By June 2010	20,000
2. To develop by laws	- Approved by laws	- Site managers - KDC - Village - Government	By Dec. 2010	20,000
3. To hold Ruins Committee meetings quarterly	Minutes of meetings in place	- Site managers	Quarterly	1,000

(ii) **Objective 2:** Create a community awareness education program by June 2010

ACTIVITIES	PERFORMANCE INDICATOR	ACTION BY (RESPONSIBLE) PERSON/INSTITUTION	TIME FRAME	COST in US \$
1. To prepare educational material for community and school.	- CD's, VCD's brochures, flyers and print and media materials prepared	DoA	October 2009 – January 2010	20,000
2. To hold Seminars on awareness for communities, 6 per year and implement materials prepared (1) above	Reports	DoA/DED FISHERIES, TOURISM, FORESTRY& WILD LIFE DIVISIONS.	March- May 2010	15,000
3. To prepare and implement Outreach program for primary (4) and secondary (2) schools using materials (1) above	Reports	DoA District Executive Director (DED)	March – June 2010	15,000
To fund raise & Budget	Proposals responses & grants received	DED DoA NGO's	August 2009 – January 2010	1,000

NB: Also Adopt the Department's Program on Awareness (2007 - 2010)

Strategy 6: Put in place site presentation and interpretation by June 2012.

(i) **Objective 1:** An information centre at Kilwa Kisiwani constructed and equipped by 2012

ACTIVITIES	PERFORMANCE INDICATOR	ACTION BY (RESPONSIBLE) PERSON/INSTITUTION	TIME FRAME	COST in Us \$
1. To engage a consultant to gather information for interpretation and presentation for the sites and plan on walking trails	<ul style="list-style-type: none"> - Contract prepared and signed - Report prepared and Signed 	<ul style="list-style-type: none"> - DoA/ Partners 	By January 2011	3,000
2. To replicate the technology of making signage (as existing in Kilwa Kisiwani), develop and install signage at Kilwa Kisiwani and Songo Mnara	Signage' and trails developed	<ul style="list-style-type: none"> - DoA - Partners 	March 2011 – June 2012	12,000

Strategy 7: Develop a marketing strategy for Kilwa by 2012

(i) **Objective 1:** Number of visitors to the property increased from xxx to yyy by December 2012

ACTIVITIES	PERFORMANCE INDICATOR	ACTION BY (RESPONSIBLE) PERSON/INSTITUTION	TIME FRAME	COST in Us \$
1. Identify and engage a marketing Professional	Contract document/ Memorandum of Cooperation (MoC)	DoA DT – Director tourism TTB – Tanzania Tourism Board	January – February 2010	5,000
2. Develop a marketing strategy	Document produced	Consultant	March – June 2010	5,000
3. Implementation	Progress Report	DoA DED TTB	By July 2010	5,000

Strategy 8: Review existing legal framework to ensure protection of the world heritage site

(i) **Objective 1:** Legal protection of the property enhanced from community to national levels by 2012

ACTIVITIES	PERFORMANCE INDICATOR	ACTION BY (RESPONSIBLE) PERSON/INSTITUTION	TIME FRAME	COST in US \$
1. Identify and engage a heritage legal expert	Contract document Drawn and signed	DoA	2010	2,000
2. Review, harmonize and produce and present a legal document	Document submitted	Experts DC.DED etc.	2011	8,000
3. Public sensitization of the above document	Meeting Reports, VCDs, TV and radio programs	DoA DED	From 2011	10,000
4. Enforcement	Reports	DoA DED CBO	From 2009	3,000

Strategy 9: Empower the community to reduce poverty by 2010

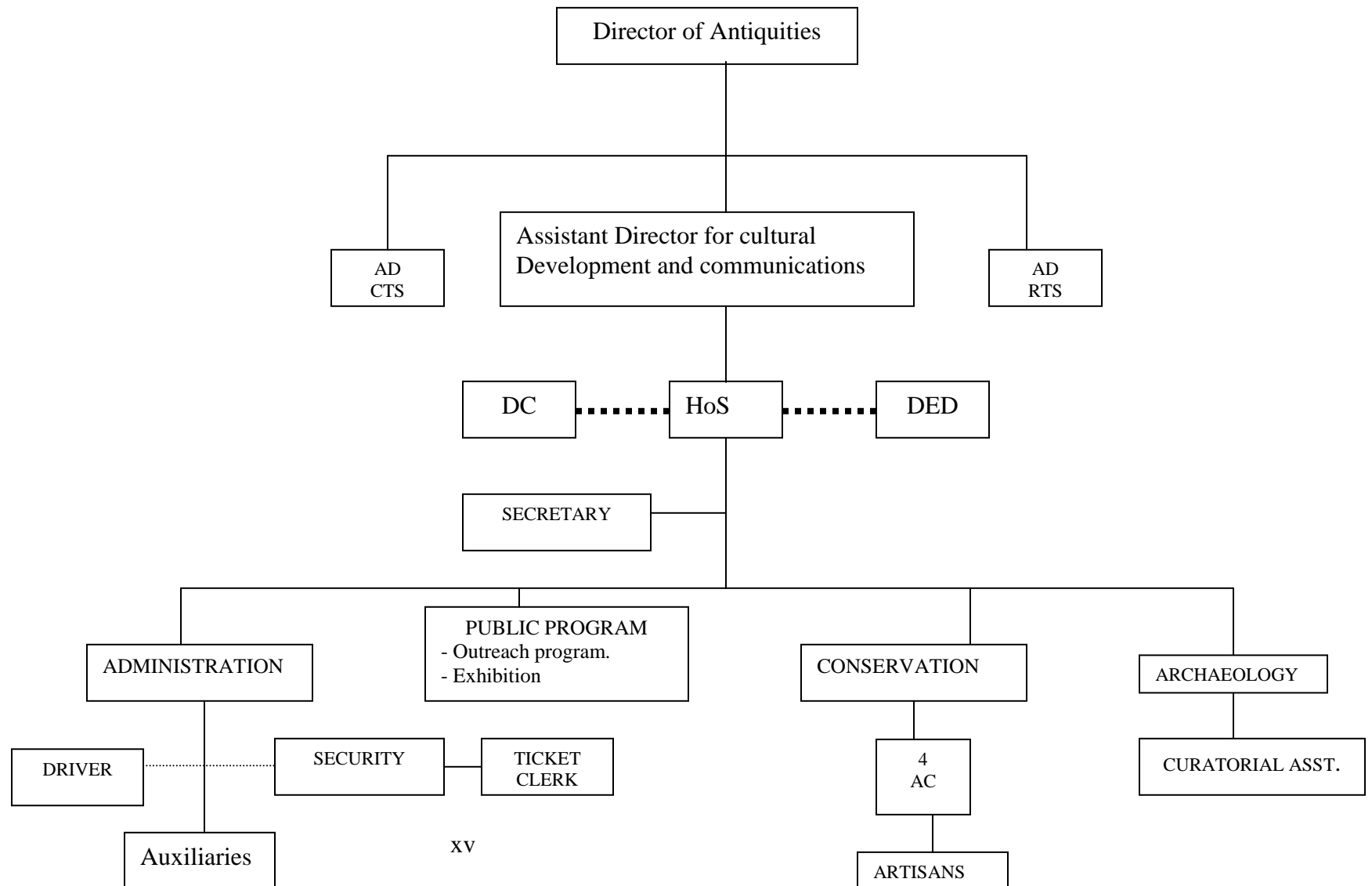
(i) **Objective 1:** Economic benefits of the Property realized by communities by December 2010

ACTIVITIES	PERFORMANCE INDICATOR	ACTION BY (RESPONSIBLE) PERSON/INSTITUTION	TIME FRAME	COST in Us \$
1. Identify and popularize alternative income generating activities (bee firms, etc. MACEMP, RUMAKI)	- Groups	- DED	By Dec, 2010	16,000,000

PROPOSED MANAGEMENT STRUCTURE OF THE PROPERTY

Set up appropriate Management structure at Kilwa sites (Region) by December, 2012

The experts proposed the management structure below for consideration and approval by the Ministry.



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HERITAGE IN DANGER**

15 - 17 July 2009, Kilwa Masoko, Tanzania

AGENDA

Monday 13 July 2009: Arrival of international participants in Dar es Salaam

Tuesday 14 July 2009: Day one

Arrival of participants in Kilwa

SESSION ONE

Wednesday 15 July 2009: Day 02

- | | |
|---------------|---|
| 08.30 – 09.00 | Registration |
| 09:00 – 10:00 | Opening of the workshop <ul style="list-style-type: none">▪ Welcome by the Director of Antiquities, organizers of the Workshop |
| 10:00 – 10:15 | Paper Presentation
<i>‘The status of a World Heritage Site in a global perspective, how a site attains this status and the role of the state party, stakeholders and the community’.</i> |
| 10:15 – 10:30 | Paper Presentation
<i>‘The state of conservation of the Ruins of Kilwa Kisiwani and the Ruins of Songo Mnara as existing with focus on issues already pointed out in the various reports from 2005 to March 2009’.</i> |
| 10:30 – 11:00 | Discussion/question and answer |
| 11:00 – 11:30 | Coffee Break |
| 11:30 – 11:45 | Paper Presentation |

“Management issues affecting the Ruins of Kilwa Kisiwani and the Ruins of Songo Mnara (touching on the current status of the property on the World Heritage List, staffing, distribution and execution of responsibilities at the site while reflecting on the consequences of over and understaffing at a World Heritage site”.

11:45 – 12:00	Paper Presentation <i>“Efforts on the conservation of the property initiated and implemented by the government of Tanzania in collaboration with UNESCO and Development partners”.</i>
12:00 – 12:30	Discussion/question and answer
12:30 – 13:30	Lunch
13:30 – 13:45	Paper Presentation <i>“Important hints on Strategic Planning for sustainable management”.</i>
13:45 – 14:00	Plenary/Discussion, question and answer
14:00 - 15:15	Work in groups and develop strategies using input from the Presentations, information documented in reports, stakeholders input and individual expert observations.
15:15 – 15:45	Health break
15:45 – 18:15	Group Work continued
18:15 –	Departure- Kilwa stakeholders

End of session one

SESSION TWO

Thursday 16 July 2009: Day 03

08.30 – 9:00	Registration
09:00 – 11:00	Strategic planning (Group work continued)
11.00 – 11.30	Health Break
11:30 – 12:30	Strategic planning continued
12.30 – 14.00	Lunch

14.00 - 15.30	Group work presentations and Discuss in plenary session
15.30 -16.00	Health break
16.00 – 18.30	Group work presentation/discussion continued
18.30	End of Day 3

Friday 17 July 2009: Day 4

- *A guided site visit (excursion) to the Ruins of Songo Mnara and Ruins of Kilwa Kisiwani*

07. 45 – 08.00	Registration
08:30 –	Depart from Kilwa Masoko for site excursion in Songo Mnara and Kilwa Kisiwani <ul style="list-style-type: none"> • Major observations/ issues discussed on site
14:30- 15:30	Lunch at Kilwa Sea View Hotel, Kilwa Masoko
15.30 – 16.30	Group work presentation continued (observations from the excursions noted)
16:30 – 17:00	Draft strategy document produced
17:00 – 18:00	General Discussion focused on the Draft document Coffee/tea break Conclusion and way forward
18.00 - 18.30	Official closure
19.30 - 21.30	Get together organized by the Director of Antiquities

End of session two

Saturday 18 July 2009: Day 5;

- Departure for Dar es Salaam