



STAKEHOLDER PARTICIPATION COURSE

SCENARIO: COLLABORATIVE FISHERIES MANAGEMENT

This case study is largely fictional and it was loosely based on Horrill, J.C., n.d. Collaborative Fisheries Management in the Tanga Region. IUCN Tanga Coastal Management Project.

This scenario is set in a coastal country where the population relies heavily on fishing for their livelihoods. The coastal and marine habitats of a specific region are being threatened by human activities and the government has decided to prepare a management plan for the area, for which the participation of stakeholders is being called upon.

ENVIRONMENTAL CONTEXT

The administrative region in question is a tropical area containing rich marine and coastal wetlands as well as coral reef habitats. These habitats provide a buffer to erosion and are major centres for productivity and diversity as well as feeding and resting areas for marine and terrestrial species, especially migratory birds. These habitats are not only important for maintaining the high levels of diversity found in the area, but also for providing the main protein and income sources for local people.

There are considerable interactions between the different habitats. For example, mangroves and seagrass beds protect reefs from excess sedimentation, whilst the reef protects the mangroves and seagrass beds from heavy wave action. Upland deforestation also impacts marine wetlands through increasing the sediment loads borne by rivers draining the deforested areas.

SOCIO-ECONOMIC CONTEXT

The area is predominantly rural and infrastructure is poorly developed, while illiteracy levels are high. The majority of coastal inhabitants are poor and subject to food insecurity and poor

health. There are often large differences in income, health, education and status between the poorer and richer sections of society. There are two main villages: A, the northern village, is the largest in population and almost exclusively reliant on fishing; B, in the less sparsely populated southern region, relies on fishing as well as farming and reef gleaning. B has recently seen an increase in tourists visiting the natural attractions of the area. The community is seeing tourism as a potential alternative source of income, yet does not have the necessary preparation or resources to tap into this alternative.

Artisanal fishing is by far the most important economic activity for the local people in the region. Agriculture and petty trade are the other most important occupations on the coast while a significant number of people are involved in boat building, house building, charcoal making, mangrove pole cutting, seaweed farming, livestock, and traditional medicine. The commercial interests of the coast include trawlers, traders and exporters of fish and other marine products. Women are traditionally farmers or gleaners of the reef flat (shells, sea cucumbers or octopus), while the men are fishers.

LIVELIHOODS AND USE OF NATURAL RESOURCES

While ecologically rich, the area has been subjected to increasing human impacts, mainly as a result of a growing population and lack of alternative livelihoods beyond fishing. There is overfishing, and the use of dynamite fishing and drag nets impacts on the health of the reef and seagrass habitats. Use of the reefs in the region is shared by the villagers from A and B with an increasing number of visiting fishermen from other regions. Over the last years there has been a steady decline in the amount of recorded fish landed.

In the southern region, tourism and recreational use of reef areas is growing and starting to pose a threat. An exclusive lodge, operated by a well-known international company and offering diving and snorkelling activities, is being built in that area. Up until now, the staff employed has come mainly from the capital city.

The villagers explore the mangroves near the coast, especially the dense mangroves in village A, for firewood. A local NGO is planning an education and alternative livelihood project to address the issue of mangrove cutting and resulting erosion.

GOVERNANCE

In this country, the marine areas are all common property and everyone has the right to use them once licensed by the government. In this respect, the government is supposed to play a controlling role, yet implementation in this region is far from optimal due to lack of resources and qualified staff at the district level.

A new law on Protected Areas has recently been enacted. Based on a study conducted by a respected university in the country, one of the areas that have been identified as potential Marine Protected Areas (MPA) is the area comprising the fringing reefs near village B.

Traditional leaders have an important role in the society are often called upon to settle conflicts. Village B, though less populated than A, has a higher level of community organisation and discusses common issues in regular community forums.

THE PROJECT

Faced with evidence of increasing degradation of the marine and coastal habitats, the district authority has launched a Marine Conservation Programme, with the objectives of:

- Addressing current environmental threats and identifying solutions that promote sustainable livelihoods, the protection of reef, mangrove and seagrass habitats and the sustainable use of fishery resources;
- Improving capacity for sustainable management and protection of coastal and marine habitats; and
- Raise awareness of the need to protect the coastal and marine resources and engaging all parties involved in formulating and implementing solutions.

One of the key components of this Programme is the establishment of a MPA to ensure the sustainable management of the fringing reefs near village B. The government is considering a multiple-use MPA, where there will be a no-fishing zone to ensure stock restoration, a fishing area where only sustainable fishing methods are allowed, and a tourism zone. However, there is concern that the government lacks qualified staff to patrol the area and enforce new regulations.

Fishers from both villages are complaining that the most productive reefs are being zoned for tourism, while their fishing grounds become smaller for the same number of fishers. Although these measures may also affect the women in their gleaning activities, their position on the matter is unknown. The local NGO is concerned that an increase in mangrove cutting may result as people look for alternative sources of income.

WORKING SESSION: STAKEHOLDER ANALYSIS

1. Define the objectives for conducting stakeholder participation.
2. Draw up a basic stakeholder table:
 - Who are stakeholders?

- What is their interest in the process?
 - What resources can they bring to the process?
3. Draw up importance/influence matrix.
 4. Are there any broad groups of interest?
 5. Are there any possible conflicts of interest?
 6. Any risks to consider?
 7. What assumptions have we made? What information is missing?

WORKING SESSION: STAKEHOLDER WORKSHOP

1. Decide why a stakeholder workshop would be relevant and define clear objectives for it.
2. Assign roles for the stakeholder workshop. One person will be the facilitator, and all the others will represent the different stakeholder groups previously identified.
3. On separate cards, all participants should write their own ideas and concerns relating to the management and conservation of the marine and coastal habitats of the region. Write 3 issues in separate cards.
4. The facilitator will help to sort and group the cards on the board. Draw conclusions on what needs to be considered and further investigated in the management process.
5. Discuss the usefulness of the facilitation technique used in this case and what could have been done differently.

WORKING SESSION: STRATEGIC COMMUNICATIONS

Consider your SP objectives and the stakeholder analysis done previously.

1. What information needs to be shared with stakeholders?
2. What types of message would have more impact?
3. What are the long-term communication goals you need to keep in mind?

Based on the stakeholder analysis done earlier, draw up a basic communication plan:

1. Define a set of communication objectives. How will these address the interests of the project and of stakeholder groups?

2. Does it make sense to group stakeholders by interest/geography/demographic into target groups?
3. Identify one or more communication initiatives/ opportunities for stakeholder input (i.e. broad campaigns)
4. Outline what mix of media/techniques would be most appropriate to engage each of the relevant target audience groups in each of the broad campaigns suggested above.