

Integrated Coastal Management plans

Guidelines for Pacific island
countries and territories

Draft version

James Comley, Julien Rochette

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Secretariat of the Pacific Community, Noumea, New Caledonia
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The INTEGRÉ project: Pacific Territories Initiative for Regional Management of the Environment

INTEGRÉ is an EU-financed (12 million euro) regional project being implemented by the Secretariat of the Pacific Community (SPC) in the European overseas countries and territories (OCTs) in the Pacific (New Caledonia, Wallis and Futuna, French Polynesia and Pitcairn) between 2014 and 2017. The project aims to improve environmental management, promote integrated coastal management (ICM) methods, strengthen regional cooperation in this area and foster sustainable development. ICM projects have been developed at nine pilot sites, chosen by the territories as coherent management units because they: have serious environmental issues, are used by local communities and are suitable for demonstrating integrated management activities. Analysis of INTEGRÉ's outcomes at the site level and promotion of the lessons learned and the methods applied will take place through active involvement in regional networks. INTEGRÉ will promote networking activities and exchanges with mirror sites, provide tailor-made methodological support, and create or strengthen sustainable links between OCTs and their neighbours. It will stimulate a lasting change in methods towards more sustainable development, for the benefit of the populations.

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The RESCCUE project: Restoration of ecosystem services and adaptation to climate change

RESCCUE is a regional project being implemented by the Secretariat of the Pacific Community (SPC) in seven pilot sites in Fiji, French Polynesia, New Caledonia and Vanuatu over a period of five years (2014-2018). The total project budget is 13 million euros, including 6.5 million euros provided by the French Development Agency (AFD) and the French Global Environment Facility (FFEM). RESCCUE aims to contribute to increasing the resilience of Pacific Island countries and territories in the context of global changes. To this end, it supports adaptation to climate change through integrated coastal management, resorting especially to economic analysis and economic and financial mechanisms, including payments for ecosystem services, fees, green taxes, trust funds, offsets and labels. Combining tangible field activities undertaken by "operators" (consultants, associations, NGOs and research centres) and regional activities in partnership with other regional organisations, RESCCUE is a catalyst for change in the Pacific.

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Disclaimer

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The views expressed in this document are those of the authors only and do not constitute a statement of policy, decision or position on behalf of SPC, AFD, FFEM or the EU.

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Introduction

These guidelines build on lessons learned from the global review of Integrated Coastal Management (ICM) plans undertaken under the RESCCUE and Integre projects¹. They provide guidance to practitioners on the development, content and governance of ICM Plans (at either national or subnational level). Besides some general advice in these areas a possible step-by-step process is defined.

What is integrated coastal management?

Integrated coastal management (ICM) is considered the key approach for implementing sustainable development in coastal areas and is now heavily influencing the way coastal areas are managed worldwide, including the Pacific. Both the Convention on Biological Diversity and the Plan of Action for Small Island Developing States recommend this approach. The definition of ICM varies from one author to another.

Considering each word individually, there are at least five dimensions of the key word **integrated**²:

- Intersectoral integration, which involves both horizontal integration among different coastal and marine sectors, and integration between coastal and marine sectors and land-based sectors that affect the coastal and ocean environment;
- Intergovernmental integration, i.e. integration among different levels of government (national, provincial, local);
- Spatial integration, or integration between the land and the ocean sides of the coastal zone;
- Science-management integration: integration among the different disciplines important in coastal and ocean management;
- International integration, i.e. integration amongst nations.

Different countries for legal purposes define **coastal** in different ways. The words coastal zone have also been used to clarify this means the land and sea areas bordering the coast. In large countries it may be a set distance inland such as 50m, which mainly relates to areas for development. From an ecological perspective, an entire small island or a watershed on a larger volcanic island may better fit the definition of “coastal.” Another approach has been a more political/governance one being defined as the district or traditional governance unit that borders the sea.

Management itself can have many meanings but can perhaps best be thought of making best use of available resources to achieve a goal.

1 See Rochette J., Comley J. 2015. Integrated Coastal Management (ICM) plans: critical review and recommendations for Pacific island countries and territories. INTEGRE and RESCCUE report, SPC, Noumea.

2 Cicin-Sain B, Knecht R.W. Integrated Coastal and Ocean Management, Concepts and Practises. Island Press, Washington D.C; 1998.



The first international meeting that specifically talked about ICM in 1989 defined it³ overall as “a dynamic process in which a coordinated strategy is developed and implemented for the allocation of environmental, socio-cultural and institutional resources to achieve the conservation and sustainable multiple use of the coastal zone”.

In looking at this definition it agrees in seeing management as the wise use of resources. It is emphasized that a strategic plan is developed and implemented (and monitored). Such strategic planning is the core of an ICM plan. The phrase “coordinated strategy” and the different resources used suggest the kind of integration previously discussed. Finally, the phrase “dynamic process” suggests adaptive management; the complex nature of ecological and social systems suggest that what is needed for ICM will change over time and the effects of any management plan actions need to be monitored and evaluated on a regular basis. How this can be achieved in the Pacific islands is discussed in these guidelines.

ICM Values

In addition to fully understanding the definition of ICM, it is also important to understand the values; people working together need to have common values to be effective.

Principle of interrelationship and integration. The interrelationships, or interdependence, among issues and sectors and between environment and development. In contrast to past thinking and past practices, environmental protection and development cannot be considered as separate activities; each one must incorporate the other.

Inter- and intra- generational equity principles. The principles of inter- and intra-generational equity relate to justice and fairness vis-à-vis questions of environment and development. The principle of intergenerational equity reflects the view that as members of the present generation, we hold the earth in trust for future generations. The principle of intra-generational equity refers to the obligation to take into account for the needs of other users (other members of society) especially regarding distribution of the benefits of development.

Principle of the right to develop. This principle relates to the basic right to life of every human being as well as the right to develop his or her potential so as to live in dignity and have rights to a clean and healthy environment.

Environmental safeguards principle. This principle relates to prevention of environmental harm through anticipatory measures to prevent harm rather than through post hoc efforts to repair it or provide compensation for it. Environmental safeguards go hand in hand with the precautionary principle (see below).

Precautionary principle. According to the precautionary principle, lack of scientific certainty is no reason to postpone action to avoid potentially serious or irreversible harm to the environment. This is embodied in the Convention on Biological Diversity.

“Polluter pays” principle. This principle holds that it is important that the environmental costs of economic activities, including costs of prevention and potential harm, be internalized rather than imposed on society as a whole.

Transparency principle and other process-oriented principles. The transparency principle demands that decisions be made in an open, transparent manner, with full public involvement. This principle goes hand in hand with a number of related principles: encouragement of participation by all major groups, including women, children, youth, indigenous peoples and their communities, NGOs, local authorities, private sector, faith-based sectors and others; the public’s right to access environmental information; and the importance of conducting environmental impact assessments to help ensure informed decision making and to provide for public participation and access to information.

3 Sorensen J. The International Proliferation of Integrated Coastal Zone Management Efforts. *Ocean & Coastal Management* 1993; 21: 45-80.



Different names for a common approach

The key tenets of Integrated Coastal Management have been at the core of a plethora of projects in the Pacific in recent times. With the range of projects has come a diverse range of terms used to describe them. A selection include:

- Ecosystem Based Management
- Ecosystem Approach to Fisheries Management
- Whole-of-Island management
- Ridge to (community) to Reef
- Integrated Island Management (IIM).
- Natural Resource Management planning
- And of course... Integrated Coastal Management (with or without the Zone)

So, does a name really matter? Well, yes, and no. In certain jurisdictions a named process is recognized by government policy (Integrated Coastal Management). In such cases, there is a risk that by introducing new nomenclature, confusion abounds and resources can easily be distracted. In other jurisdictions, the name given to the process may not matter. Govan et al.⁴ introduced Integrated Island Management which was subsequently used in Jupiter et al.⁵ precisely to avoid any jurisdictional connotations or “bad” prior experiences.

Each country will need to decide what best to call the process, both in English and in the local vernacular languages. The key point is that the approach described in these guidelines will be much the same for all of these initiatives and people will need to understand that, even though the language might be different, they have the same purpose. As Shakespeare said, “A rose by any name smells the same.”

The name given for Integrated Coastal Management initiatives in a given PICT must respect if there is already a named process contained in national policy or legislation. Nomenclature in PICTs that do not have existing policies or legislation is less critical.

4 Govan H, Schwarz A-M, Boso D. 2011. Toward integrated island management: Lessons from Lau, Malaita, for the implementation of a national approach to resource management in Solomon Islands. WorldFish Centre Report to SPREP, Honiara, 69 pp.

5 Jupiter S.D, Jenkins A.P, Lee Long W.J, Maxwell S.L, Watson J.E.M, Hodge K.B, Govan H, Carruthers T.J.B. 2013. Pacific Integrated Island Management – Principles, Case Studies and Lessons Learned. Secretariat of the Pacific Regional Environment Programme (SPREP), Apia, Samoa and United Nations Environment Programme (UNEP), Nairobi, Kenya.

Similarly, the term ICM Plan is often used in two different ways: Typically in developing a full ICM Plan a district/province will first develop an “ICM Action Plan” describing key threats, actions to be taken to address these threats, and other things such as parties responsible for implementation. This can usually be summarized in a one or two page matrix and will be the core of the full ICM Plan, a much larger document that will also describe the relevant background data and the detailed governance, monitoring and review of the ICM Action Plan. To avoid confusion this document uses the term “ICM Action Plan” to describe this shorter plan.

A number of tools are mentioned in these guidelines around participatory engagement in planning processes. Further reading on these is available – for example: Locally Managed Marine Areas: A guide to supporting Community-Based Adaptive Management (<http://www.lmmanetwork.org/files/lmmaguide.pdf>)



Step by step process and considerations in ICM plans development, content and governance

We propose 11 steps towards an ICM plan. For illustration the example of the Ra Province, Fiji (also a case study in Rochette and Comley, 2015), is taken as an example for each step.

Step 1: Determine leadership agencies for ICM

Effective and committed leadership is always a key to success, moreover for a complex approach like ICM. In most situations the ICM initiative will be part of an externally-funded project and discussions with the funding partner will involve discussing which agency leads the project. This will usually be a division of the national government that has an interest and commitment to ICM as well as an ability to lead intersectoral integration; this is more likely a division that has an overarching mandate such as National Planning, Provincial Development or Environment.

The field implementation will also require such leadership and in many instances this role in the Pacific might be played by a civil society organization or provincial government; national departments often lack the resources to implement interdisciplinary projects in the field over the long-term.

In the case of ICM work in Fiji, there is a dual system of leadership. The 2005 Environment Management Act mandates the establishment of an Integrated Coastal Management sub-committee of the National Environment Council. This ICM sub-committee assumes the leadership role in ICM at the national level. At the Province level a Ra ICM committee was established. This committee is co-chaired by the Provincial Administrator (the government-development officer at the provincial level) and the Roko Tui (the government representative responsible for the welfare and development of the indigenous Fijians). The Ra provincial ICM committee reports to and interact with the national ICM sub-committee and the co-chairs of the Ra provincial ICM committees sit on the national committee. Membership of the Ra provincial ICM committee is intended to be a local-scale representation of the members of the national ICM sub-committee including line-ministries, private sector interests, NGOs and statutory authorities though the membership is intended to be more flexible and responsive to the specific issues in the province.

Step 2: Engage in appropriate stakeholder participation

Involving stakeholders in ICM planning is an essential requirement. This is of even of greater significance in many of the Pacific Island Countries and Territories where customary resource owners and users are perhaps the single most important group of stakeholders in the ICM planning process.

There are however many levels and methods of participation and multiple groups of stakeholders. As such, the mechanisms, groups, duration and timelines of participation will vary related to the local context.

A participation plan should therefore be developed for each project that outlines who should participate, at what level and when in the ICM planning process. This participation plan should be a living document that accounts for changing circumstances and adapts as the ICM planning process proceeds.

Some general considerations are that, at the subnational level, likely stakeholders will include the private sector, either coastal zone users or those whose activities affect the coastal zone. Typically before convening the action planning workshop each stakeholder will need to be contacted to discuss the importance of ICM and invite their participation. Similar considerations apply to non-governmental organisations active in the region. Local government will likely be the key convening agency and national government extension officers in the area will also be involved. In many parts of the Pacific the involvement of local faith-based organisations will also be important.

As mentioned above, customary resource owners are the critical group in the success of ICM and to ensure their equitable involvement may require special attention. Whereas other stakeholders will likely have strategic planning processes that set out their goals and actions, communities may not have formally done this. In such cases, an initial process to discuss their coastal management issues or review existing plans should be undertaken in each district to ensure that customary resources owners enter the ICM planning process with a strong voice.

The development of the Ra ICM plan built upon years of work with customary resource owners. Each of the nine coastal districts in Ra had previously (prior to ICM work starting formally) developed natural resource management plans, established committees and elected representatives. In the six-month to one year period building up to the formal start of ICM planning, these district level plans were updated and reviewed through a series of district-level, grass roots stakeholder meetings. This ensured that when ICM planning processes formally started, they had a unified and strong voice.

Private sector stakeholder that would be important in ICM planning and implementation were identified through this local-level planning. An example would be the sugar sector, as in areas in Ra where they are key private sector stakeholders, the district level plans had identified impacts of sugar cane agricultural practices and mill effluent release as being key threats to the natural resources in the area.



Step 3: Establish a common vision, goals and objectives among all key stakeholders

After engaging all stakeholders and inviting them to the initial ICM Workshop for the area; an agenda for the workshop will need to be developed; typically the first output will be common vision, goals and objectives of ICM. As the participants will come from a variety of backgrounds and interests, it is important to use participatory tools to help all participants agree on a common vision for the coastal zone and its inhabitants and goals and objectives for the ICM work.

A participatory workshop was held with some 70 representatives from customary resource owners, government agencies and representatives of the private sector in Ra. This one-day workshop undertook a visioning exercise to define how the stakeholders wanted their province to be in decades to come. The following aspirational vision for ICM in Ra evolved and was subsequently endorsed at the Provincial level:

Duri, Yadra. Mo Vakatulewavinakataka na Yaubula Kei Ni Kawa Kei Ra (To sustainably manage the natural resources of Ra) and *Na yasana vakaturaga ko Ra me liutaka na maroroi ni yaubula me vurevure ni SAUTU ena bula vakayalo, vakailavo, vakavuli, vakayago (tiko bulabula) ka vakauasivi ena bula duavata kei na veilomani vei ira era lewena.* (For the province of Ra to be the leader in sustainable resource management to improve the spiritual, economic, emotional and physical well-being and to live in Peace and Harmony).

It is worthy of note the vision encompasses natural resource management and its effect on the communities and people in Ra.

Step 4: Define the scope of ICM planning

ICM, by its very definition, requires the management of both marine and land-based resources, their users and associated stakeholders. However, the geographic scope over which ICM planning is undertaken will largely depend on the local circumstances.

In the case of small, low-lying islands of the Pacific, ICM planning will typically cover the whole island.

In larger high islands whilst covering the whole island may be ecologically most relevant to ICM planning, this may lead to the plan becoming over-complicated or even impossible to implement because of the geographic scope including many governance units.

In many of the Pacific Island Countries and Territories, the role of central government is decentralized to a sub-national level — typically either provinces or islands. As such, there is merit in ICM planning being undertaken at sub-national scales to integrate more easily with government resources and policies.

The particular geographic area(s) chosen should reflect problems/issues commonly encountered in the country, be relatively easy to access and have the leadership commitment to sustainable development/natural resource management.

Ensure the planning process is appropriately time-bound. The ICM planning process should be long enough to allow effective participation of stakeholders, but short enough to maintain the momentum of the process.

This trade-off should be informed in part by the participation plan. It should also be recognised that both the ICM Action Plan and the overarching ICM Plan will be adaptively managed. As such, there is no requirement for the plan to be ‘perfect’ from the outset; conditions will change, management measures will have different effectiveness and the plan will need to be modified during its implementation. As such it is important that the goodwill and momentum built through participation is not lost by seeking to create a ‘perfect’ plan.

At the initial ICM visioning workshop, a whole session was dedicated to discussing the geographic scope of the ICM planning process in Ra. The meeting participants decided that the ICM planning process would concentrate on the nine coastal districts in Ra for ICM activity implementation but would also recognize the role of inland areas and would on a case-by-case basis extend the geographic scope inland. A definition of the coastal zone subject to ICM was developed: “a *district’s coastal zone is defined by the inland boundary of that coastal district to the outer boundary of its adjacent traditional fishing boundary or iqoliqoli boundary*”.

A timeline was decided upon for the full Ra ICM plan to cover a five year period from 2015 to 2019. It was also discussed that the ICM Action plan would need more regular updates than the full ICM plan.



Step 5: Establish the issues the ICM Action Plan will deal with

The scope of the ICM Action Plan should be informed by local issues identified and prioritised through early, appropriate participation and not be an ‘outside’ driven process.

Whilst it may be tempting to aim for an all-encompassing ICM Action Plan that accounts for all present and conceivable future coastal zone issues, there is a risk that by doing so the good will and sense of ownership by local stakeholders of the plan built by early participation will be lost.

This process logically follows on at the workshop after establishing the visions, goals and objectives. The different stakeholder via group work can present their important issues. These are compiled in plenary by the facilitators and a process agreed to prioritise the issues presented. This might simply be done by counting how many times a given issue was mentioned from the groups and/or some kind of criteria-based ranking. The outcome might be four to six issues.

To maintain momentum, at least one issue should be identified that can be addressed with simple, efficient and fast-acting management interventions. These ‘low hanging fruits’ provide short term wins and therefore encourage continued momentum to tackle some of the harder or more complex ICM issues.

Either at this initial workshop or at a later date further thinking about the priority issues should be done using tools such as result-chain analysis, root-cause analysis and/or situation analysis. This will then lead to a management strategy and actions to address the issues (including roles and responsibilities).

A session was included at the initial ICM visioning workshop where stakeholder were split into groups by geographic area (coastal district) and were asked to identify the five key threats to the coastal zone in their area. This group work was then reported back in plenary and a common list of key threats across the whole coastal zone as defined by the group was developed. The key threats that emerged from this process were: gravel extraction from rivers, uncontrolled burning of vegetation (commonly as used to clear land for farming), poaching from within Marine Protected Areas or fishing without permission in customary fishing grounds, destructive methods of fishing particularly in rivers and streams, community wastewater management and unsustainable farming practices including in the sugar cane sector.

This list of key threats was further refined and more specifically defined at subsequent Ra ICM committee meetings.

Step 6: Establish a governance mechanism to oversee implementation of the ICM Action Plan

Before the end of the initial ICM multi-stakeholder ICM planning workshop, a key “next step” is the establishment of a smaller subgroup that represents all stakeholders and will be responsible for oversight of the action plan implementation and further development of the overall ICM Plan. This group will meet regularly (quarterly is usual). It will need to think about further prioritization of the issues in the action plan (maybe high, medium and low). It is also useful to develop an annual work plan which includes which partners will be involved.

The final session at the initial ICM visioning workshop was to select members to sit on the Ra ICM committee. Stakeholders were asked to list the key groups that would need to have direct input into and oversight of ICM work in Ra. Membership of the committee includes local-scale representation of the members of the national ICM sub-committee including line-ministries, private sector interests, NGOs and statutory authorities. The workshop participants also highlighted the need to invite additional stakeholders into the committee as and when the need arises as ICM challenges develop and change over time.



Step 7: Define monitoring and evaluation plans and criteria and how these fit into adaptive management

The issues to be tackled by an ICM Action Plan, the effectiveness of management interventions and the distribution of benefits accruing from plan implementation will change over time. As such, adaptive management mechanisms need to be built into the ICM Action Plan and subsequent overarching ICM Plan. These mechanisms need to include:

- methods for determining the effectiveness and efficiency of management interventions against the ICM issue being targeted; this should be in place with the success indicators previously agreed to and the monitoring of them and the evaluation of results. This can occur at normal meetings but it might be best to have a dedicated meeting at least once a year to evaluate monitoring results and any changes needed in the ICM Action Plan (this is perhaps best done in conjunction with the development of the work plan for the following year)
- timeframes and agreed approaches to review the ICM plan and update it as the situation changes.

A one-day workshop was held with most of the representatives of the original ICM visioning workshop to familiarize stakeholders with the need to monitor the effectiveness of ICM related actions and adaptively manage ICM Action plans and, where necessary, the full Ra ICM plan. The workshop was led by the Ra ICM committee and used participatory scenario planning tools to establish what a scenario of unmitigated coastal impacts would look like in a decade to come. Using these visions of what the future would look like, the group was then able to identify appropriate monitoring matrices. The workshop also included providing mandate to the Ra ICM committee on behalf of the wider stakeholder group to oversee adaptive management of ICM Action plans.

Step 8: Align the ICM action plan with other legal and policy documents

To ensure the sustainability of the implementation of ICM Action Plans, it is essential that the preparation and subsequent implementation must fit within relevant national and local policy and legal instruments and that these instruments are consistent with each other and the objectives of ICM.

Where national policies or practical examples of how policies can best be implemented are not in existence at the outset of ICM planning, effort should be made to use the demonstration ICM activities to gather political support for establishing such policies or practice. Often at the local level national regulatory processes are not fully understood or the outcomes of national approval processes at the national level have not been widely communicated at the local level. Often the integration between the local and national authorities on the priority ICM issues is a key “early win” of the ICM planning process.

ICM work in Fiji has the advantage that the development and implementation of provincial level ICM plans nests within a national ICM process as mandated under the Environment Management Act. Issues that arise in the provinces are able to be brought up at the national level for consideration by the relevant line ministries. This approach has proven successful and has led in part, for example, to the banning of gravel extraction from streams and rivers pending the approval process being clarified.

However, whilst there are successes, the Ra ICM initiative is facing challenges with the proper implementation of sectoral environmental legislation. To overcome this, work is being led by the Fiji Environmental Law Association to identify the root causes of ineffective implementation of environmental legislation. This work is being done at all levels; from the community, through enforcement agencies to the judicial services.



Step 9: Moving from ICM Action Plan to full ICM Plan

At some point once the local action planning is well in place, consideration of how this is embedded into a larger ICM Plan for that area will need to take place. This will elaborate on outcomes of the local ICM action planning (vision/goals/objectives, priority issues, actions, responsibilities, indicators, resource needs) into strategies for communication, monitoring, evaluation, enforcement as well as resource mobilization and sustainability. A wider discussion of the priority issues and stakeholders might be included as well as an introduction of how and why ICM is being implemented, baseline information about the area and its stakeholders and natural resources.

ICM plans should incorporate themes around disaster risk management and climate change adaptation to be responsive to likely future scenarios of change.

The exact content of the ICM Plan will need to be determined by a participatory process probably best done at national level as this will apply to all sites in the country where ICM Plans are developed. However, a draft table of contents for a full ICM plan is provided in the Appendix to this document.

The Fiji national ICM sub-committee held a meeting to discuss the content of and process to develop provincial ICM plans. At this meeting it was decided that the responsibility to develop provincial plans be passed to the appropriately constituted provincial ICM committee. An outcome of this meeting was that a Cabinet Paper was prepared which outlined which provinces are to begin developing their plans and a brief outline of what the plans will contain.

At the Ra provincial level the development of the ICM provincial plan has been led by the Institute of Applied Science of the University of the South Pacific with input from members of the Ra ICM committee. The committee endorsed the plan and it was then passed for endorsement at the next Ra Provincial Council meeting. This last step is in essence to ensure recognition of the plan at the level of provincial government. The Ra ICM plan incorporates the Ra ICM Action plan.

Step 10: Decide and define the status that ICM plan will have

ICM plans can either have legal status or can rely on stakeholder goodwill for implementation.

This can also change over time as the ICM planning process and implementation proceeds. Ideally, ICM plans will have legal status though it is recognised national legislation and policy frameworks may not permit this at the outset. This 'barrier' should be worked upon and not seen as reason to abandon or not start ICM planning.

At some point a national level ICM group will need to be established to consider items here and under 8 and 9. In some cases a national group is established first and will guide the determination of sub-national site(s) and processes.

The development of ICM plans in Fiji is mandated under the Environment Management Act and subsequent decisions of the national ICM sub-committee through several Cabinet decisions. What is unclear at present however is whether the plans themselves have a defined legal status. At present the assumption is that they do not.

In reality, many of the priority issues identified in ICM work in Ra to date relate to the lack of effective enforcement of existing legislation. A good example would be the uncontrolled burning of vegetation by setting fires. This is at present illegal under national legislation though weak enforcement and a lack of awareness of this legislation renders it ineffective.

There may however come a time in the future when there is a need to have a provincial ICM plan become a legally binding document.



Step 11: Develop a financing mechanism for ICM activity implementation

ICM Action Plans are by definition action-oriented and will include clear steps to be taken with responsible agencies or individuals assigned to each.

One of the most significant impediments to the implementation of these actions is the lack of capacity of the responsible agency. Capacity can be considered to be skills, man power or financial resources.

As such, the overall ICM plan needs to identify the required human and financial resources, where these will be sourced, and where skills are insufficient, include a specific plan for capacity building within the implementing agencies.

Having all the resources needed will be a rare event and part of the adaptive management will be determining what action can be taken with the existing resources available at that point in time.

More resources will be available if ICM Plans are mainstreamed; that is the ICM activities and resources needed are part of the strategic planning and resource allocation of each agency working to implement the ICM Plan. To facilitate this the ICM governance body needs to be aware of the strategic goals of each partner to help select work plan activities that align with partners strategic plans and can easily be mainstreamed.

Appendix- Possible ICM plan elements

1. Executive Summary

2. Introduction

- 2.1. Purpose of the ICM Plan
- 2.2. ICM – definitions
- 2.3. ICM Ethics and Principles
- 2.4. Scope of the plan (geographic scope & management issues to be considered)
- 2.5. Timeline of ICM Plan
- 2.6. Description of relevant laws and policies
- 2.7. Description of who the ICM plan is for
- 2.8. Statement of consultation
- 2.9. Statement of endorsement of provincial ICM Plan

3. Vision, Goals and Objectives of the ICM plan

- 3.1. Vision
- 3.2. Goals
- 3.3. Objectives

4. Profile of Area (examples only, and can be included in Annex if preferred)

- 4.1. Social
- 4.2. Social profile/situation analysis
- 4.3. Description of resource ownership, customary practices and heritage
- 4.4. Traditional ethnobiological knowledge
- 4.5. Economic



- 4.6. Economic profile/situation analysis
- 4.7. Livelihood opportunities
- 4.8. Environment
- 4.9. Resource Inventory
- 4.10. Existing coastal management activities
- 4.11. Stakeholder analysis (affected groups, implementing partners)
- 4.12. Situation or root-cause analysis
- 4.13. SWOT Analysis
- 4.14. Climate vulnerability assessment

5. ICM Issues (listed in order of priority)

6. Strategies and Actions (as examples)

- 6.1. Priority areas/ecosystems
- 6.2. Special areas and their management
- 6.3. Spatial planning and zoning
- 6.4. Adoption of best management practices
- 6.5. Development of regulations or by-laws

7. ICM Institutions and governance

- 7.1. Define ICM governance structure
- 7.2. Define roles and responsibilities

8. Communication Strategy and Socialisation of ICM Plan

9. Enforcement of actions and regulations

10. Monitoring and evaluation of management interventions

- 10.1. Tracking and reporting on progress on implementing strategies (including timelines)
- 10.2. Impact assessment
- 10.3. Adaptive management process

11. Financing of the ICM Plan

- 11.1. Cost of implementation
- 11.2. Financing options

12. Annexes

- 12.1. Implementation framework (activities, roles, responsibilities, timeframe, key performance indicators, budget)
- 12.2. Annual workplan (activities, roles, responsibilities, timeframe, key performance indicators, budget)

