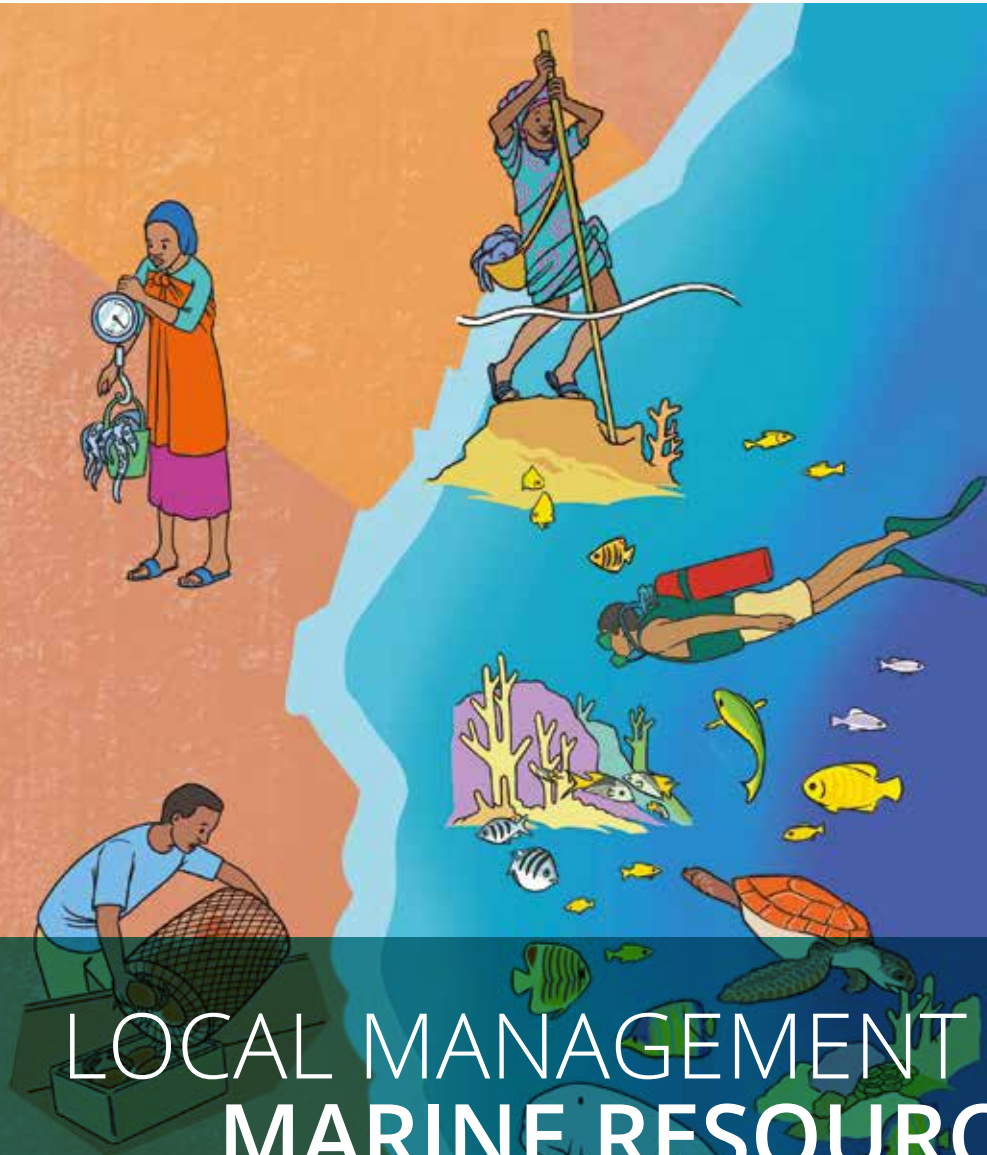




WIOMSA

*Coasts Ocean and People*



# LOCAL MANAGEMENT OF MARINE RESOURCES

A GUIDE FOR COMMUNITIES  
IN KENYA AND MAINLAND TANZANIA

This document was produced by the **Strengthening East African Marine Protected Areas Project**, implemented by the **Western Indian Ocean Marine Science Association (WIOMSA)**, **The University of Rhode Island (URI)** and **Blue Ventures (BV)**, **Kenya Wildlife Services (KWS)** and **Marine Parks and Reserves Unit (MPRU)**. Funding was provided by the **United States of America Department of State** under contract number: S-LMAQM-16-GR-1235.

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# INTRODUCTION

**COASTAL NATURAL RESOURCES ARE OF VITAL IMPORTANCE TO THE LIVELIHOODS OF MILLIONS OF PEOPLE ACROSS THE WORLD. TRADITIONALLY, THE MANAGEMENT OF THESE RESOURCES HAS BEEN DRIVEN BY TOP-DOWN INITIATIVES THAT DO NOT ALWAYS ACCOUNT FOR THE RIGHTS AND NEEDS OF THE COMMUNITIES THAT RELY ON THEM.**

In recent decades there has been a change to inclusive and ‘bottom-up’ management, where communities and resource users are involved in making decisions about how resources should be used. Throughout East Africa and beyond, coastal communities are increasingly assuming responsibility for their coastal resources under community-led arrangements and co-management arrangements between the government and local communities. Building on the legally recognized Beach Management Units (BMUs), resource users can actively manage their marine waters by establishing Collaborative Fisheries Management Areas (CFMAs) in Tanzania and Co-Management Areas (CMAs) in Kenya. These areas are examples of locally managed marine areas (LMMAs), which is a term used internationally.

Community-led management of marine areas has become a popular approach because of its adaptability to different contexts and focus on locally-identified objectives, which are negotiated and implemented by local stakeholders.

Some of the reasons why people set up local management of marine areas include:

- To encourage the long-term sustainability of resource use
- To increase short-term catch rates of fish and invertebrates
- To restore the natural state of the marine or coastal environment
- To restore, or keep healthy, breeding populations of fish and invertebrates
- To provide benefits to the economy and wellbeing of the community
- To reinforce traditions or customs
- To formalise access and tenure rights
- To get communities involved in managing their own resources

Community-led management of marine resources can be an effective solution to many of the challenges of small-scale management, commonly faced by fishing communities in low-income countries. They have also shown promise as a means to safeguard food security, address coastal poverty, and help coastal communities to adapt to climate change.

This guide, available in both English and Kiswahili, has been designed to provide guidance to community members and resource users who wish to manage their own natural resources by developing a strategy for local management of their coastal area and marine resources. It is meant not as a comprehensive, step-by-step guide, but rather as an introduction to the important ideas and processes involved in establishing local management. The guide provides some links where those interested can find out further information or can request support and practical assistance.

# COMMUNITY-LED MARINE MANAGEMENT: A SUCCESS STORY IN KENYA

## CASE STUDY: WASINI BMU, KENYA

Wasini BMU was set up in 2008 with the long-term aim of 'biodiversity conserved and livelihoods of coastal communities improved through conservation and sustainable management of coastal and marine resources'. The Community Conservation Area (CCA) managed by the BMU is 0.05 km<sup>2</sup> in size. It was set up in response to the declines in fish stocks observed by the local community, and because an opportunity for ecotourism as an alternative livelihood had been identified, due to the area's proximity to the government-managed marine park. The co-management area is supported by the East Africa Wildlife Society in partnership with Flora and Fauna International.

Management activities implemented by the Wasini BMU included the removal of destructive fishing gears such as beach seines, spear guns and ring nets.

Many positive outcomes have resulted from the local management of marine areas in Wasini. The biodiversity within the area managed by the BMU was monitored between 2009 and 2012. In addition, a coral restoration project was initiated within the closed zone, supported by Africa Nature Organization (ANO) and Kenya Marine Fisheries Research Institute (KMFRI), with the aim of protecting corals and fish spawning grounds and attracting ecotourism opportunities. Within the no-take zone set up as part of the management plan, fish biomass increased by 80% over the monitoring period and coral cover also increased by an average of 10-15%<sup>1</sup>. The construction of a meeting space in Wasini allowed the BMU to function in a more coordinated way and facilitated fisheries management activities, monitoring and surveillance, revenue collection and liaison with other BMUs, government departments and tourism operators.

<sup>1</sup> Lamprey R, Juma J, Murage D, Ogada A (2012) Darwin Initiative Final Report: Conservation and sustainable management of Kenya's coastal and marine resources.

# WHAT IS COMMUNITY-LED MARINE MANAGEMENT?

COMMUNITY-LED MARINE MANAGEMENT USUALLY **FOCUSES ON A SPECIFIC AREA OF THE COAST**, ADJACENT TO ONE OR MORE COMMUNITIES. RESIDING OR NEIGHBOURING COMMUNITIES AND LOCAL GOVERNMENT REPRESENTATIVES BASED IN THE IMMEDIATE VICINITY ACTIVELY MANAGE THE AREA.

As such, this area of nearshore waters is actively managed in a 'local' practitioner context by residing or neighbouring communities and/ or families, or collaboratively managed (or co-managed) by both resident communities and local government representatives based in the immediate vicinity.

## ***Beach Management Unit (BMU)***

A legally empowered, community-led organisation that brings together all fisheries stakeholders (boat owners, boat crew, traders, processors, boat builders and repairers, net repairers) to take part in the management of fisheries resources. BMUs were established to strengthen management of landing sites and fisheries resources with local communities with the aim of improving the livelihoods of marine resource-dependent communities through good governance and community participation. The term is used in both Kenya and mainland Tanzania.

In both Kenya and mainland Tanzania, BMUs are the officially recognised structures on the ground, which can implement community-led management as an approach towards achieving their goals for good management of natural resources.

Marine areas under this type of management have a number of different names in different parts of the world, including Locally Managed Marine Area (LMMA); Community Conservation Area (CCA; in Kenya); Collaborative Fisheries Management Area (CFMA) and Co-Management Area (CMA). CFMAs and CMAs have legal status in Tanzania and Kenya, respectively. In Kenya, locally-managed areas may also be referred to as *tengefu* (Kiswahili for 'set aside').

## ***Collaborative Fisheries Management Area (CFMA: Tanzania mainland only)***

Collaborative Fisheries Management Areas jointly governed by BMUs and one or more district authorities, which are sharing the fishing grounds within a demarcated area, within a co-management agreement with their respective district council(s), under the agreement of the Director of Fisheries. The number of collaborating BMUs is usually between three and five. However, there are exceptions whereby two villages, or in some cases more than five villages, can form a CFMA. The area within a CFMA may contain one or more management measures such as no-take zones, temporary fishing ground closures, fishing effort restrictions, etc.

## ***Co-Management Area (CMA; Kenya only)***

An area in which the BMU undertakes fisheries management activities jointly with county fisheries authorities and the State Department of Fisheries. Ideally, in consultation with BMUs, an authorised Fisheries Officer will develop a co-management plan for a co-management area, specifying fisheries management measures that are to be implemented to ensure sustainable use of fisheries in that area. This includes references to Locally Managed Marine Areas (LMMAs), Community Conservation Areas (CCAs) and Co-Management Areas (CMAs). About 40% of BMUs are now part of a CMA or joint CMA, and have a management plan in place.

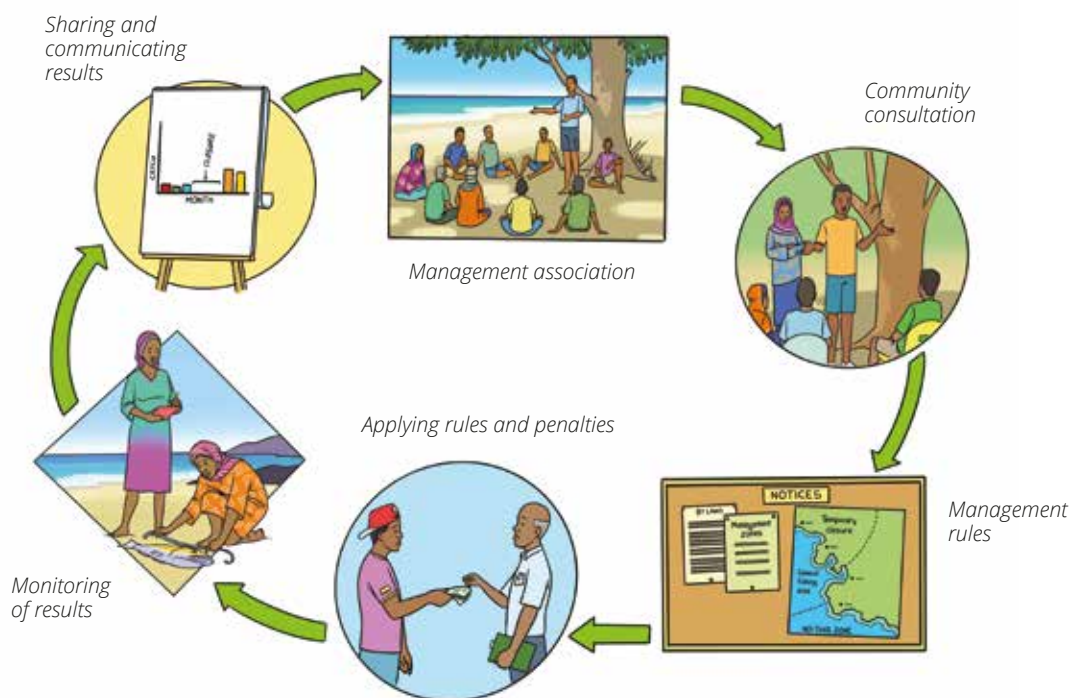


## Essential components of an area under community-led management

These essential components help to define what is, and is not, an area under community-led or co-management. They will help you and your community to decide whether this management approach is the right way forward for you. If you decide to implement this type of management, then be sure to formally register the area that the community will be involved in managing and find out about the goals your national legislation has set for marine areas under community-led management.

- Clearly defined and marked boundaries – both in the actual sea area and on a map. Outsiders should be able to easily understand the presence and significance of the physical markers used in the coastal/ marine environment (buoys, panels, etc.), and the map should highlight important natural resources
- A governance system (e.g., a local management committee, rules and customs regulating the use of natural resources) for community-led decision making
- Management plan, rules, and tools for sustainable use
- Strong voluntary collaboration and participation of local resource users at every stage – ‘for the community, by the community’
- Functioning committee that provides valued services to members and is able to cover the costs of management activities each year
- Coordination with regional and national fisheries management organizations

## The management process



# IMPORTANCE OF MARINE RESOURCES

*Healthy marine habitats also attract tourists, which provides income to the community. If used and managed wisely, healthy coastal habitats can provide a range of benefits to a community.*







*All these habitats are inter-connected; for example: if you have healthy mangroves and seagrass, you will have healthier coral reefs. Responsible fishing and use of marine life does not damage these habitats and supports nature's capacity to provide for us, and for future generations.*

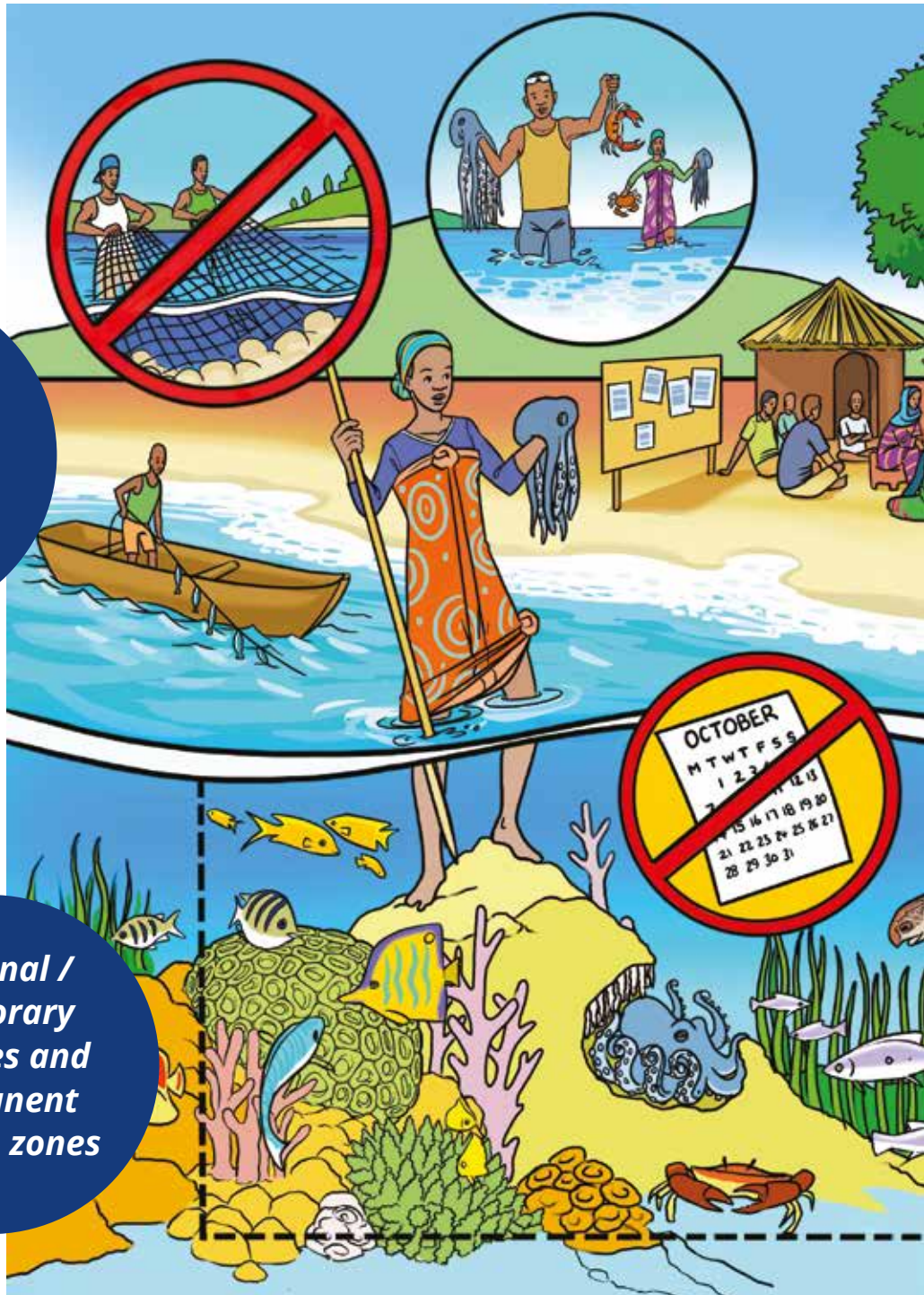
*Healthy coastal habitats support and provide for local communities in a variety of ways. For example, coral reefs and mangroves provide nursery grounds for fish to reproduce and grow, which increases and strengthens populations targeted by local fishers. The same reefs and mangroves also provide shelter from storms, which protects homes and businesses.*

# SUSTAINABLE MANAGEMENT PRACTICES

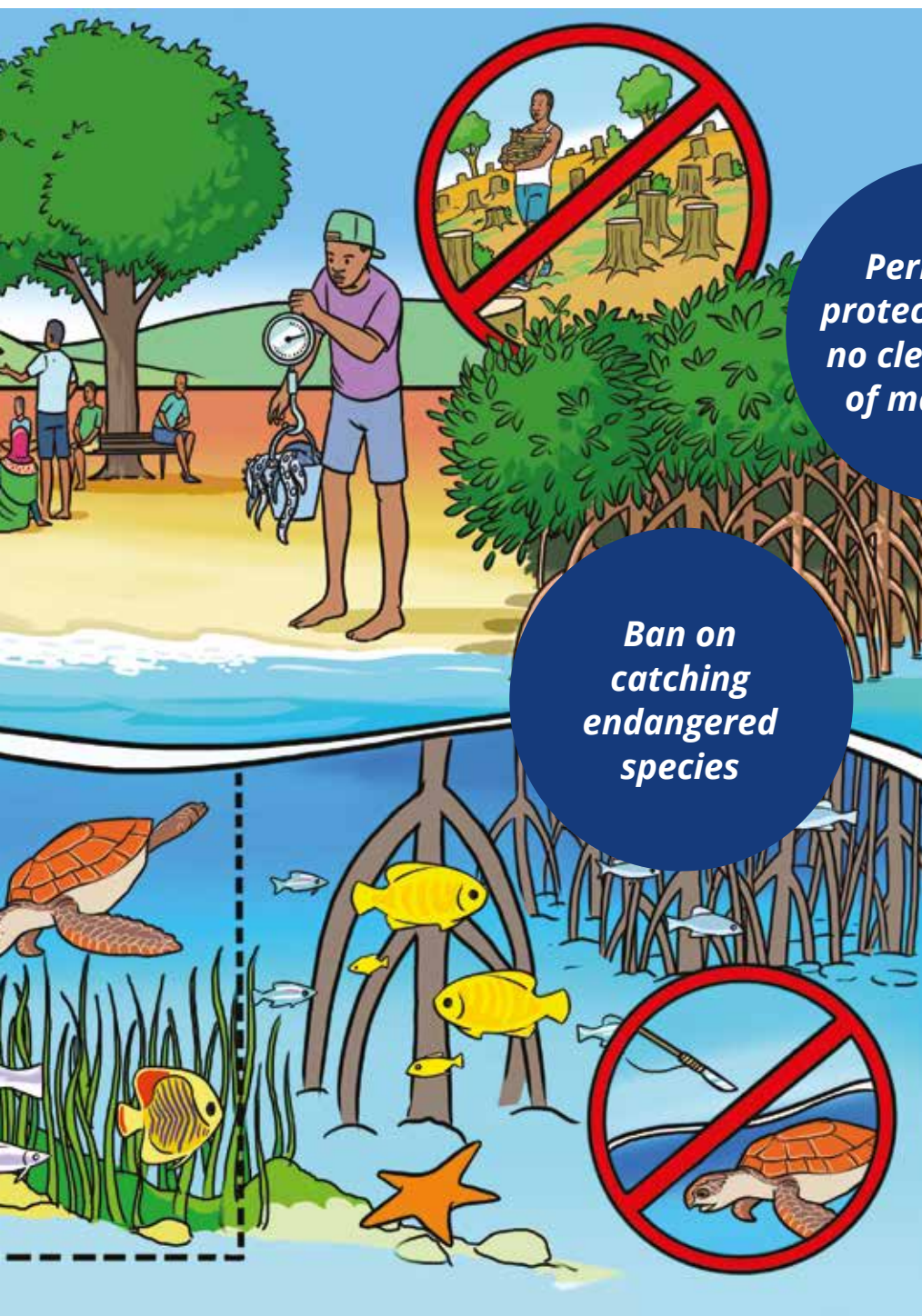
THERE ARE **MANY GOOD MANAGEMENT PRACTICES** THAT YOU CAN IMPLEMENT IN YOUR LOCALLY-MANAGED AREA – HERE ARE JUST SOME EXAMPLES.

*Ban on  
destructive  
fishing  
methods*

*Seasonal /  
temporary  
closures and  
permanent  
no-take zones*







***Permanent  
protected areas;  
no clear-cutting  
of mangroves***

***Ban on  
catching  
endangered  
species***

***Sustainable Management:***  
resource management that promotes the harvesting or consumption of natural resources in a manner that does minimal harm to the environment and ensures the resources are not depleted so that they may meet the needs of future generations.

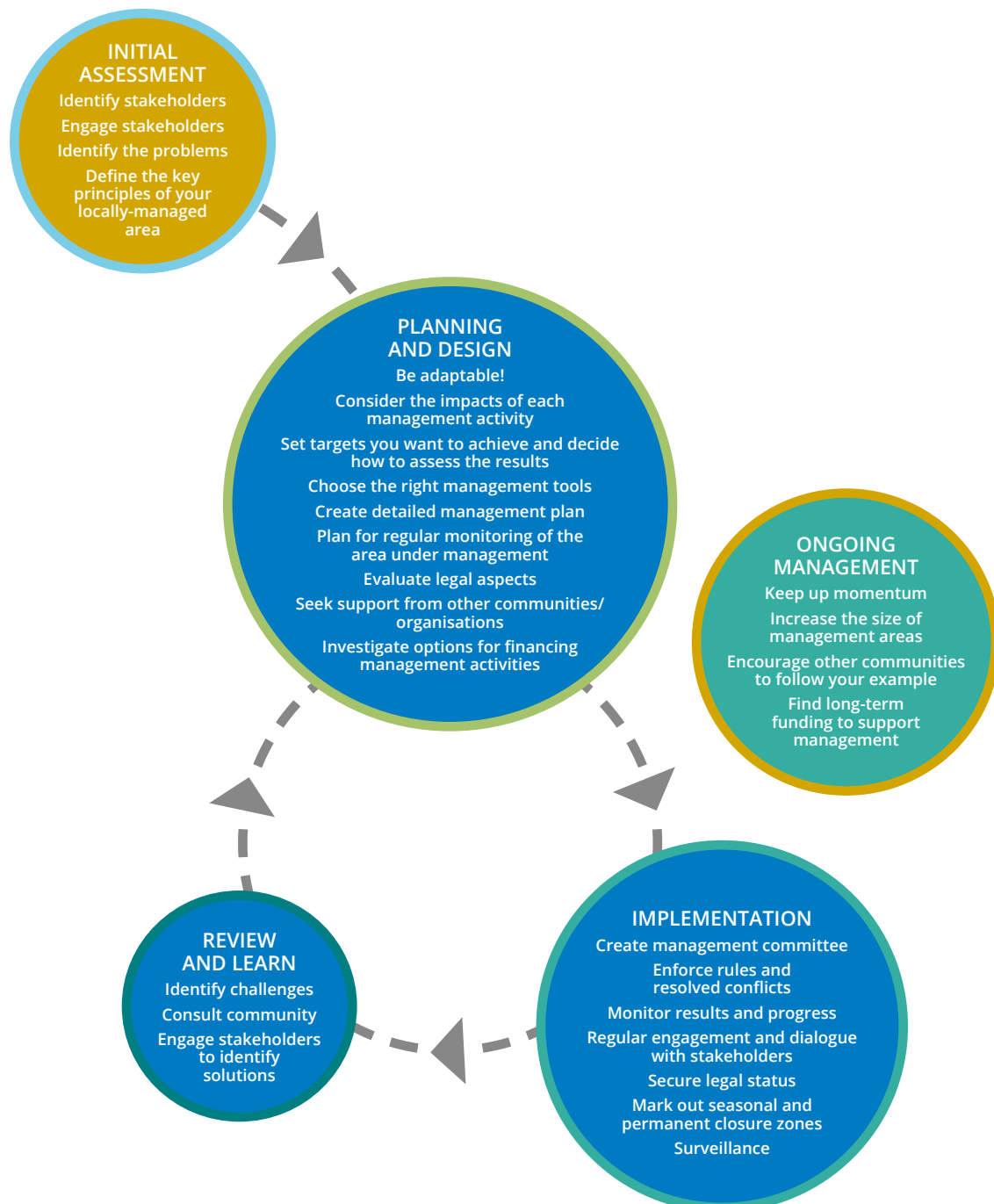
# WHY USE COMMUNITY-LED MANAGEMENT?

- Community members can be involved in deciding how the natural resources in their area are used and managed
- It gives community members and resource users the chance to have a stake in the future of their area and resources, and to empower their community to become more involved in that future
- It gives leaders the chance to build connections with local government, commercial interests and other groups, which may in turn lead to new opportunities for their communities
- It can encourage people to comply with national laws, which benefits the national and local governance institutions and staff. By joining forces, government officers and local management teams may be more successful in working towards common goals like well-managed fisheries, protection of important coastal areas or species, and supporting the quality of life of coastal communities
- It can highlight the importance of small-scale fisheries to government, and help to build and maintain trust and cooperation between fishing communities and government bodies
- Through the process of community-led management and collaboration with other partner organisations, community members can also make new connections, gain skills and learn about new initiatives and opportunities. The community can have a strong, united voice through their local management committee, in negotiations with commercial partners (fish buyers, for example)
- It also offers opportunities for other stakeholders that engage with the community. For example, seafood buyers can build trust with a community's management association to coordinate collections of landed fish, or to develop a sustainable seafood labelling programme. Hotels and tourism operators may also wish to coordinate with the committee to organise ecotourism activities, source responsible seafood or collaborate to keep coastal areas in good condition, to encourage tourists to visit



**STAKEHOLDER:** A PERSON WHO HAS AN INTEREST OR INVOLVEMENT IN FISHERIES AND/OR IS AFFECTED BY ACTIONS TAKEN IN THE FISHERIES.

# STAGES OF SETTING UP A MARINE CO-MANAGEMENT AREA



*These are general principles – make sure to refer to your national guidelines.*



# LOCAL MANAGEMENT COMMITTEE

**LOCAL MANAGEMENT COMMITTEE:**  
A LEGITIMATE AND DEMOCRATIC  
COMMUNITY-BASED ORGANISATION  
THAT FORMS THE MANAGEMENT  
STRUCTURE OF THE LOCALLY-  
MANAGED AREA.



## *What does the committee do?*

The committee plays a very important role, being responsible for planning, budgeting and implementing all aspects of the locally-managed area including the design of the area's management plan.

The members of the management committee are elected (or affirmed) by the broader community, i.e. members from all the villages included in the locally-managed area. The committee then oversees the design of the management plan and practices adaptive management, taking local opportunities and challenges into account and modifying management strategies accordingly. The committee also oversees compliance, making sure that the rules set by the committee are appropriate, communicated and adhered to. Members of the committee engage with the various groups of stakeholders as often as required, to make sure that the committee is aware of activities taking place in the locally-managed area and any opportunities or challenges that need to be addressed.

## *Skills of committee members*

Given the role of the committee and tasks it performs, it is helpful if committee members have particular skills or meet some or all of the following basic criteria:

- Sociable and respected (have a good reputation in the village)
- Involved in fishing so that they can understand the community's needs, issues and the state of their resources
- Knowledgeable about resource management
- Able to read management and policy documents
- Interested in and able to treat the role as a job
- Available to address issues as they arise in the village or community, and not often absent due to other responsibilities
- Representing both genders and all groups/clans including minorities

A good performing committee combines each person's skills to achieve the above activities. To help identify the skills or competencies that your group does have and some that you may want to improve, see Appendix A for a list of important competencies.

# DEFINING BOUNDARIES AND USERS

A **MARINE AREA UNDER LOCAL MANAGEMENT** CAN BE BIG AND INVOLVE MANY DIFFERENT COMMUNITIES, OR CAN BE SMALL, INVOLVING JUST ONE VILLAGE AND ITS FISHING GROUNDS OR MANGROVE AREA.

## *Good practices*

- Participatory process
- Emphasise involving local resource users and the broader community
- Use visual tools
- Site visits
- Monthly meetings
- Incentive to join the BMU

In Kenya, local resource users have to be registered to a BMU to be allowed to access services from the landing sites and the CMA (including fishing grounds). In both Kenya and Tanzania, fishers visiting from other sites are expected to have letters from their BMUs confirming their membership and legitimate fishing activities.

**LOCAL RESOURCE USER:**  
THE PORTION OF A COMMUNITY THAT USES, OR WOULD BE IMPACTED BY, THE MANAGEMENT OF A PARTICULAR RESOURCE.



**To understand how different groups of stakeholders use the area and its resources, you should ask questions such as:**

- Where are the traditional or important fishing areas that people from the village use?
- Which areas are recognised to be under control of the village or villages involved?
- Are there other fishing communities that access the resource regularly?

## **Stakeholders**

- Community leaders & community groups
- Local resource users (e.g. fishers, octopus gleaners, collectors of mangrove firewood)
- Wider community
- Commercial operators (e.g. seafood buyers)
- Government departments and services
- Non-governmental organisations



# GOVERNANCE

Local management of marine areas is best carried out using locally-designed and enforced rules. However, legal frameworks to recognise these rules and secure the rights of local communities to use and to manage their resources are vital for the long-term success of the locally-managed area.



## Kenya

In Kenya, the legal framework provided through the Fisheries Management and Development Act 2016 and the State Department of Fisheries' BMU Regulations supports the formal recognition and establishment of marine areas under co-management. The current fisheries co-management structure commonly used in Kenya is the Beach Management Unit (BMU), through which community rights over resources have been legally established (Fisheries (Beach Management Unit) Regulations, 2007, currently under review). The State Department of Fisheries also supports BMUs by providing training on governance and management.

## Tanzania

In mainland Tanzania, Beach Management Units (BMUs) are the formal governance system for community-led management (seen in the Tanzanian context as co-management, involving both community and local authorities). Co-management works through BMUs – grassroots organisations which allow for fishers to be represented in fisheries governance. BMUs operate under the oversight of District Authorities, but are semi-autonomous institutions working under the supervision of village governments. The co-management framework for the Tanzania mainland is laid out in the Fisheries Act of 2003 (currently under review).

**COLLECTIVE DECISION-MAKING CAPACITIES, COMPETENCIES AND PROCESSES** AGREED UPON BY MEMBERS OF A COMMUNITY TO ACHIEVE THE SET GOALS FOR, AND DIRECT THE MANAGEMENT ACTIVITIES OF, THE FISHERY.



# MANAGEMENT RULES & COMPLIANCE

**MANAGEMENT:** ANY ACTIVITY UNDERTAKEN BY COMMITTEES AND THE WIDER COMMUNITY IN PURSUIT OF AGREED GOALS AIMED AT ENSURING THAT COASTAL RESOURCES ARE SUSTAINED OR CONSERVED.

**COMPLIANCE:** OBEYING THE RULES.



For any area under local management, some rules must be established and maintained. The rules help the community to reach its goals for the area they are managing, perhaps by banning destructive fishing techniques in order to protect underwater habitats and animals, or closing a certain area to fishing to allow certain animals to reproduce and replenish and for larvae and juveniles to disperse to neighbouring fishing grounds. The design and rules of a locally managed area can be different in different places, and can be decided on by the local communities, based on the challenges and opportunities that their own community faces. When designing your management plan, there are three things to include which will help to ensure that rules are not broken.

## **1. Deterrence:** ***The penalty for breaking the rules.***

The rules and procedures must be monitored and enforced by an agent (e.g. BMUs and/or local authorities), and must specify a reliably and sufficiently large penalty for non-compliance.

But deterrence alone is not enough! You must also consider...

## **2. Personal obligation:** ***A voluntary willingness and interest in following the rules.***

When creating rules for your locally-managed area, it is important to think about how community members will react to those rules, whether they will find them fair, whether they will understand them, how the rules will affect their daily lives, and how they will collectively support each other to ensure that the rules benefit everyone.

## **3. Connect to culture:** ***Design management into local social structure***

A locally-managed area is not just an area of coast – it can become a part of the structure and function of the community. If designed with the involvement of many of your community members, it will come to represent the hopes people have for their marine environment, and the interactions different sectors of the community have with the environment and with each other.



## CASE STUDY: WASINI BMU, KENYA

**LEGAL ACTION IS TAKEN** AGAINST ANYONE ENGAGING  
IN THE FOLLOWING ACTIVITIES WITHIN THE BMU'S AREA  
OF JURISDICTION:

1. Use of ring nets for fishing
2. Use of explosive or poisonous substances for fishing
3. Use of spear guns for fishing.

Wasini BMU oversees activities around local fisheries and the use of  
local resources, through:

1. Preventing cutting of mangroves for firewood, building or selling  
purposes
2. Preventing the breaking or removal of corals from their  
environment
3. Preventing the collection of sand from the beach
4. Protecting mangroves, turtles, dolphins, dugongs and other  
endangered marine life





## CASE STUDY: BOMA-MAHANDAKINI CMA, TANZANIA

THE BOMA-MAHANDAKINI CMA COMPRISES 15 BMUS IN NORTHERN TANZANIA. **LEGAL ACTION IS TAKEN** AGAINST ANYONE ENGAGING IN THE FOLLOWING ACTIVITIES WITHIN THE AREA OF JURISDICTION OF THE CMA:

- Use of destructive fishing gears such as blasts, beach seines, spear guns, harpoons and poisonous materials
- Use of ring nets in waters less than 50 metres deep
- Cutting mangroves without permission from the relevant committee
- Fishing in the area set aside as a spawning and feeding ground for fish and other marine organisms

The BMUs within Boma-Mahandakini CMA oversee activities around fisheries and take steps against destruction of aquatic plants and animals, through:

- Preventing fishing with destructive gears
- Preventing cutting of mangroves without permission or for commercial purposes
- Preventing unlicensed fishers from fishing
- Providing environmental education to their communities on sustainable use of natural resources
- Preventing boat anchorage on coral reefs
- Assisting the collection of fisheries data and collection of revenue from fisheries activities



# SUPPORT FOR SETTING UP AND MANAGING A COMMUNITY-MANAGED MARINE AREA

Community-led management is growing in popularity across the Indian Ocean region, and a wealth of experience and knowledge exists within those communities already implementing their own, locally-managed areas. Building networks between these communities and sharing lessons learned provides multiple benefits, from building confidence in the approach to exchanging information on what has and has not worked. This allows the approach to local management to improve through collective learning. For this reason, the creation of links between communities and sharing of information is encouraged, and this can be achieved through existing networks for local management and through peer-to-peer exchanges.

**ACTION:** TALK TO YOUR LOCAL BMU LEADERS AND/OR DISTRICT FISHERIES OFFICER TO MOVE FORWARD.

## *Peer-to-peer exchanges*

Exchange visits between fishing communities are one of the most effective ways to spread new ideas. In a peer-to-peer exchange, fishers from target communities (i.e. communities in the process of establishing a locally-managed marine area) visit a community in which local management is already underway. Through such exchanges, the visiting communities learn about this approach to management directly from the real experiences of fishers from similar backgrounds to themselves, and see the community effects of locally-managed marine areas for themselves.

This process helps communities who are considering local management to see how it might benefit them, and how they can adapt the approach to their own situation. Exchanges help communities to address any concerns their members might have about setting up a locally-managed marine area, and build motivation.



# NETWORKS



NETWORKS CAN HELP TO **PROPAGATE IDEAS** AMONGST COMMUNITIES AND REGIONS, AND TO SHARE SUCCESS STORIES AND LESSONS LEARNED. NETWORKS CAN ALSO BE HELPFUL IN CONFLICT MANAGEMENT WITHIN AND BETWEEN BMUS, AND CAN REPRESENT THE BMUS AND PRESENT THEIR PLIGHT TO BOTH THE COUNTY AND NATIONAL GOVERNMENT.

## TANZANIA

In mainland Tanzania, there are District BMU (and CFMA) Networks. Issues relating to BMU and co-management should be directed to the Assistant Director, Department of Fisheries Resource Development/ Department of Research Training and Extension. Queries should first be directed to the Permanent Secretary.

**EMAIL:**  
ps@uvuvi.go.tz

## KENYA

Kenya Fisheries Service,  
Mombasa

**CONTACT NUMBER:**  
+254 41 2221318

Website: [kilimo.go.ke](http://kilimo.go.ke)

# NETWORKS CONTINUED

There are networks for local marine and coastal management in many countries around the world. For example, in Madagascar, MIHARI (<https://mihari-network.org/>) supports Madagascar's LMMA managers by building local leadership, sharing best practice, securing financial stability and making fishers' voices heard. The Global LMMA Network (<http://Immanetwork.org/>) is an international network of natural resource management practitioners working in Asia and the Pacific, who have joined together to share best practices, lessons learned and to amplify their community voices.

## OTHER SOURCES OF SUPPORT

Consider alternative or supplementary livelihoods as a way to supplement the income of community members who are reliant on marine resources to make a living. Developing other livelihood opportunities can reduce the pressure on fish stocks and other marine resources.

Look for commercial partners that may be able to provide guaranteed markets for marine products or may wish to support other activities (e.g. beach cleans, development of sustainable tourism activities, development of supplementary livelihoods) that will benefit your locally-managed marine area. Middlemen provide many services important to fishermen and processors beyond buying of products. Consider talking to them to identify their interests and how they can support the LMMA goals.

# APPENDIX A – COMPETENCIES

This annex summarizes responses by BMU leaders in the Kenya-Tanzania transboundary area, regarding which competencies are helpful to establish and manage an LMMA. This list is intended to apply to LMMA management committees – thus no one person needs to have all of these competencies. Instead a group should together be able to have these competencies. Consider this list an organizational capacity assessment and performance monitoring tool. Competencies are broken into understanding and ability.

**LOCAL MANAGEMENT COMMITTEE:**  
A LEGITIMATE AND DEMOCRATIC  
COMMUNITY-BASED ORGANISATION  
THAT FORMS THE MANAGEMENT  
STRUCTURE OF THE LOCALLY-  
MANAGED AREA.

## 1. LMMA GOVERNANCE (INCLUDING POLICY, STRATEGY, LEGISLATION AND COMPLIANCE)

### SOUND UNDERSTANDING:

- Of regulations and by-laws related the LMMA
- Of a range of compliance approaches
- Of legal enforcement requirements and processes

### ABILITY:

- To follow correct legal processes associated with enforcement activities
- To conduct surveillance patrols and record detailed observations

## 2. MARINE CONSERVATION: LMMAS AND OTHER APPROACHES

### SOUND UNDERSTANDING:

- Of their organisation's structure, mandate and function, and own roles and responsibilities within the LMMA

### ABILITY:

- To engage/influence decision-making bodies towards fulfilling LMMA goals



### 3. COMMUNICATION AND STAKEHOLDER ENGAGEMENT (INCLUDING NETWORKING, LIAISON, ADVOCACY, NEGOTIATION)

---

#### **3.1. Communications**

##### **SOUND UNDERSTANDING:**

- Of how LMMA members use and perceive resources

##### **ABILITY:**

- To communicate effectively with various audiences
- To engage stakeholders, including the LMMA group, to address resource use conflicts in an effective manner

#### **3.2. Engaging Stakeholders**

##### **SOUND UNDERSTANDING:**

- Of the importance of effective and positive engagement with stakeholders to build a support base
- Of diverse techniques for ensuring participation of stakeholders

##### **ABILITY:**

- To contribute to the building of partnerships with Government and NGOs to establish a support base for the LMMA

## 4. HUMAN AND FINANCIAL RESOURCES MOBILISATION AND MANAGEMENT

---

### **4.1. Budgets**

#### **SOUND UNDERSTANDING:**

- Of the LMMA's operating costs and financial system for their area of operations

#### **ABILITY:**

- To develop and manage budgets associated with LMMA management operations

### **4.2. Financing**

#### **SOUND UNDERSTANDING:**

- Of a range of appropriate alternative financing mechanisms for the LMMA

#### **ABILITY:**

- To identify and recommend potential sources of revenue generation
- To write funding proposals for the LMMA
- To develop and manage LMMA and project budgets

## 5. MANAGEMENT IMPLEMENTATION AND EFFECTIVENESS

---

### ***5.1. Planning and Reporting***

#### **SOUND UNDERSTANDING:**

- Of logistical, infrastructure and human resources requirements for management of the LMMA

#### **ABILITY:**

- To make substantial contribution to the development of their LMMA management and business plans
- To ensure proper maintenance of the LMMA's infrastructure and equipment
- To perform management activities at sea as necessary

### ***5.2 Monitoring, Evaluation and Research***

#### **SOUND UNDERSTANDING:**

- Of information needs for LMMA management

#### **ABILITY:**

- To contribute to the development of monitoring, evaluation and research programmes drawing on appropriate principles and practices
- To conduct basic monitoring protocols in the field (biological and social)
- To contribute to the analysis and interpretation of monitoring, evaluation and research outputs

### ***5.3. Human Resources***

#### **ABILITY:**

- To supervise, mentor and provide leadership for LMMA personnel and volunteers
- To identify training needs and coordinate implementation of training activities for LMMA

## 6. BIOPHYSICAL AND SOCIO-ECONOMIC CONTEXT

---

### **6.1. Marine and Coastal Ecology**

#### SOUND UNDERSTANDING:

- Of the principal ecosystems and species within their LMMA and the interactions between them
- Of the key threats to the ecological processes and species in their area and the implications for management

### **6.2. Fisheries**

#### SOUND UNDERSTANDING:

- Of target fisheries species and their life histories
- Of the principles of sustainable fisheries

## 7. LEADERSHIP AND ETHICS

---

#### ABILITY:

- To lead by example
- To demonstrate an ethical approach

