



ICZM

The **MANAGEMENT**
Of ICZM

factsheet

Bite-sized introductions to
Sustainable Development
themes

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WHAT ?

Natural coasts do not need management! Natural coasts function in a sustainable way and respond to accommodate changing physical forces (e.g. storms, tsunamis). Natural coasts are considered to be dynamically stable, which means they are not stable in the “unchanging” sense but change within limits to accommodate external changes. However, this does not mean that coasts do not need management. Human activities can interfere with the natural functioning of coasts, for example through reduction of fish populations through fishing, or building sea defences to prevent erosion. Such interference disrupts the natural functioning of the coastal system and thus the coast changes in response to these perturbations, often in a way which is perceived as negative by society. Humans use the coast for provision of a set of goods and services, from shrimps to eat, to recreational swimming. We aim to maximise these goods and services from the coast to optimise economic gain in a sustainable way; this is the aim of ICZM. Thus “management” refers to the process by which we manage peoples interactions with the coastal system to maximise these goods and services. Management is thus the human response to changing coasts by which we aim to enhance, maintain or limit loss of goods and services, or in some cases mitigate against the loss of goods and services (e.g. habitat reconstruction for conservation, or development of alternative livelihoods).

WHY ?

Management, within the context of ICZM, is the approach we take to maximise the goods and services from coasts in a sustainable way. This is not a simplistic issue, partly because the coast is a complex and interlinked system and changes in one aspect can have ramifications across the system. For example, construction of a sea wall can lead to the degradation of a nearby seagrass bed, which is used as a nursery area by young fish before they migrate to an offshore reef area that is used for fishing; thus, construction of a sea wall can have a negative impact upon fisheries many kilometres away. Management thus needs to account for the inter-linkages in the system, and to propose management measures which maximise the array of interlinked goods and services.

Coupled to the complexities of accounting for the inter-linkages in the coastal system, we must also be practical in ICZM about the financial and manpower resources that are available for management. A management plan which is not possible to implement within the available resource constraints is of no use to anyone! Management resource constraints take many forms, from the obvious aspects such as the cost of construction of sea defences, or sewage works, or seagrass replanting schemes to the less obvious such as the time and effort by local stakeholders in engaging with the development of the ICZM plan. All management resources are limited, and this needs to be a key consideration in developing actions within ICZM.

We also need to appreciate that to maximise coastal goods and services in a sustainable way is a big management task. In fact, it has been proposed that management is used to provide 4 stages of outcomes within ICZM:

1. Enabling conditions: this includes stakeholder engagement, identifying institutional responsibilities, development of mandates in implementing authorities and identifying resources available for management.
2. Changes in behaviour: this includes aspects such as change to more sustainable land use practices, co-ordinated actions by user groups or successful conflict mediation.
3. Rewards and harvests: this is where the benefits of the previous two stages are felt through improvement in aspects such as Quality of Life or Wellbeing, improved equity and access to coastal resources and increased accountability and transparency in planning.
4. Sustainable coastal development: this is the final “end-goal” of ICZM in which both environmental and societal improvements are consolidated and the coast moves towards maximum goods and service provision in a sustainable way.

Management in ICZM should provide a practical and realistic action plan to deliver these 4 stages.

WHEN ?

In theoretical terms, management should be used when there is any loss, degradation or conflict in the coastal zone. Because we have so few “natural” coasts and increasing levels of exploitation of goods and services, then management should be used at nearly all the worlds’ coasts now to ensure sustainable and optimum use. However, in this case theory and practice are very different things.

It is naïve to think that “management” of coasts does not happen without ICZM. All countries already have statutory organisations involved in managing the coast, for example Ministries for Fishing, Tourism, Environment etc. Such organisations however, tend to have a sectoral remit which they focus upon; this means that many of the complex inter-linkages in the coastal system are not strongly considered in decision making. Such a sectoral approach can lead to what has been described as “death by a thousand cuts”.

The move towards “management” in the ICZM sense, which considers the inter-linkages in the system, tends to happen when one or more factors come together. Such factors can be:

- A realisation by higher-level government authorities that sectoral management is not working.
- A realisation or vision that there is available an alternative approach and that things do not need to be “business as usual”.
- Stakeholder individuals or groups who lobby and put pressure on political and governmental actors.
- The availability of external, maybe donor-led, funding to try to improve or enhance environmental or societal conditions of certain coastal areas.

However, some long-term ICZM initiatives have been initiated through a few people meeting over a cup of tea or a small local level conference and deciding to try to do something within the first “enabling” stage of ICZM. From a small start “success can breed success” and lead to much higher level ICZM outcomes.

WHO ?

At the early stage the approach to “management” in ICZM is to engage with relevant statutory management authorities to ensure their support for the ICZM process and possible management actions; this is a prerequisite to longer-term success for implementation of management actions. With adequate statutory authority support, the involvement should then focus more on relevant non-statutory stakeholders, especially those in the local coastal area.

HOW ?

Start small! You should start by targeting one, or a few, of the relevant “enabling” conditions that are significant to your area; success in one aspect will tend to synergise wider engagement and more ambitious outcomes.

WHERE ?

Through the SMAP III ICZM projects there are a number management initiatives; for example, Wilaya d’Alger (Algeria), Kroumirie & Mogods and Grand Sfax (Tunisia) and Lake Maryut (Egypt).

SD LINKS

Management links into decision support systems (e.g. Cost Benefit Analysis) and is supported by various other tools such as GIS and stakeholder analysis.

SUGGESTED READING

http://www.crc.uri.edu/download/Olsen_Frameworks.pdf

<http://www.seftoncoast.org.uk/partnership.html>