



DEVELOPMENT PLAN FOR THE FISHING COMMUNITY IN VILANCULO, MOZAMBIQUE 2011



Development Plan

Fishing Community in Vilanculo
Mozambique

VERSION 1

Caveat

The current document is a work in progress. Many people contributed to its production by way of field trips, and through providing diverse information or other input. Most importantly, the local communities and stakeholders gave extensive input through open community meetings as well as more specific planning sessions. The document provides a solid foundation on which to base further planning and implementation, as it captures the needs and aspirations of the local community. The document is not perfect and can be expected to evolve as circumstances change and more parties become involved, and make further changes to it. That is why it is labelled "Version 1".

Vision for Vilanculo Town

The Vision for the fishing community in Vilanculo was developed during a series of public meetings with the fishers in Vilanculo District. It presents the collective view of the fishers in this area, as to where they see their community and themselves one day. The fishing community in Vilanculo is a key stakeholder group in this coastal community and most of the families in the district are either involved or closely linked to fishing and the trade in marine and coastal resources. The Vision therefore serves as a guiding light on the road to a better future, with the Development Plan for the Fishing Community serving as the road map.

“We envision Vilanculo to be more developed with more education and skills development, good roads and basic infrastructure and most importantly we want more job opportunities. We also want the people of Vilanculo to have access to coastal and marine resources without disturbing the ecosystem and to be able to practice a sustainable fishery.”

Visão para o Município de Vilanculo

A visão para a comunidade de Pescadores em Vilanculo foi desenvolvida durante uma série de consultas públicas com os pescadores no Distrito de Vilanculo. A mesma apresenta a visão colectiva dos pescadores nessa area, de como eles vêem a sua comunidade e a eles próprios um dia. A comunidade de pescadores de Vilanculo é uma das partes intervenientes chave nesta comunidade costeira, e a maioria das famílias está ligada directa ou indirectamente à pesca e ao comércio de recursos marinhos. Assim sendo, a Visão serve como uma luz que guia no caminho para um futuro melhor, com o Plano de Desenvolvimento para a Comunidade de Pescadores sendo o mapa para o alcançar.

“Nós queremos que Vilanculo seja mais desenvolvido em termos de educação e desenvolvimento de capacidades, boas estradas e infraestrutura básica, e mais importante, nós queremos oportunidades de trabalho. Também queremos que a comunidade de Vilanculo tenha acesso aos recursos marinhos e costeiros sem perturbar o ecossistema, e que seja capaz de praticar uma pesca sustentável.”

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List of Acronyms

APV	Vilanculo Fishers' Association
ASCLME	Agulhas and Somali Current Large Marine Ecosystem
ASODEV	Vilanculo Development Association
CCP	Community Council of Fisheries
CSR	Corporate Social Responsibility
DLIST	Distance Learning and Information Sharing Tool
DPFCV	Development Plan for the Fishing Community in Vilanculo
FDC	Community Development Fund
GAPI	Investments Society
INAHINA	Instituto Nacional de Hidrografia e Navegação
IUCN	International Union for Conservation of Nature
KUKULA	Development Association
LED	Local Economic Development
LFA	Logistical Framework Analysis
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
MPA	Marine Protected Area
NGO	Non-Governmental Organisation
SDAE	District Services for Economical Activities
SMME	Small and Medium Enterprises
VDTMP	Vilanculo District Tourism Master Plan

Executive summary

Vilanculo was chosen as the demonstration site of the DLIST ASCLME project due to the role of the Vilanculo town as a hub and high dependence of the inhabitants in this district on the marine environment for their sustenance, following the established demo site selection criteria. While people in the district sometimes engage in subsistence agriculture, their main source of livelihoods is through fishing. Due to the high level of dependency on the natural resources, the rapid population increase in the area and a constantly expanding tourism industry, the pressures on the coastal and marine resources is growing rapidly. Action is therefore, urgently needed to ensure a more sustainable resource use. To identify problems, weaknesses and opportunities for sustainable development, the DLIST ASCLME team visited this site. During the visit the DLIST ASCLME team recorded the views of all the stakeholders concerned with fishing and other activities in the marine and coastal area and tried to determine what people perceive as solutions to the problems associated with marine and coastal resource use.

Aim of the Development Plan

The Development Plan for the Fishing Community in Vilanculo (DPFCV) aims to foster and maintain a higher quality of life in Vilanculo Town and the surrounding area by unlocking local economic development opportunities. An effective plan may typically call for improved infrastructure and services, the creation of sustainable business opportunities based on the strengths and potential of the area and employment that is linked to opportunities in the area.

The Development Plan in a nutshell:

1. The DPFCV is a key instrument that will help to guide development towards an improved quality of life in the Vilanculo Town;
2. The DPFCV was developed as a result of extensive engagement with the local inhabitants and through consultation with relevant authorities and other players;
3. Community involvement through public meetings and visioning exercises held with the Fishing Community, ensured that local interests were safeguarded and that the community developed a sense of ownership of the Plan and
4. Most importantly, The DPFCV pursues a collectively constructed Vision and can be considered a road map to this end:

“We envision Vilanculo, to be more developed with more education and skills development, good road and basic infrastructure and most importantly we want more job opportunities. We also want the people of Vilanculo to have access to coastal and marine resources without disturbing the ecosystem and to be able to practice a sustainable fishery.”

5. The DPFCV comprises five sections:
 1. The first section provides an *Introduction* with essential background, the purpose of the plan and a basic description of the area covered by the plan;

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2. The second section outlines the *Methodology* in detail and describes the exhaustive consultations, the fully transparent process and additional research undertaken to provide a solid basis for the Plan;
3. The third section presents the *Outcomes* of the consultative process and the results of the socio-economic and other research conducted on other initiatives that may impact on local economic development;
4. The fourth section provides a combined *Strategy and Implementation Plan* that is short, direct and suitable for local consumption; and
5. The fifth section presents the *Guidelines* for the Development Plan for the Fishing Community in Vilanculo.

Priority issues identified through stakeholder consultations

Eleven priority issues were identified by stakeholders. The key issues relate to: i) inadequate marine resources in the sea; ii) a lack of reliable alternative livelihoods; iii) insufficient funding; iv) poor basic education; v) a lack of law enforcement; vi) degradation of the harbor; vii) degradation of the marginal (beach front in Vilanculo town); viii) poor public infrastructure; ix) a lack of marketing for Vilanculo as a destination; x) limited English language knowledge; and xi) insufficient local involvement in tourism.

Main areas of intervention outlined in the Strategy and Implementation Plan

These priority issues are addressed by ten areas of intervention in the Strategy and Implementation Plan. Some areas of intervention cover multiple issues, while some issues cut across several areas of intervention:

1. Reducing the pressure on the marine fishing in Vilanculo could be achieved by promoting fresh water lake and river fishing together with small scale tilapia farming/fattening community initiatives;
2. Tilapia farming and fresh water fishing could be further supported with supplementation of the gene pool of existing tilapia populations with previously occurring species in all the hundreds of small lakes around Vilanculo, thereby increase the productivity significantly¹;
3. Reducing the threats to the marine and coastal resources could be achieved through more sustainable fishing methods in the marine fisheries. An example of a simple intervention is the introduction of cages for the crab fishing;

¹ Most lakes in the area contain heavily inbred populations of Tilapia (mixed species) and the most common species occur in the Govuro River, so this intervention would not be to introduce alien species to the area, but rather just to mix the gene-pool in the lakes with the one in the river. Before this activity is undertaken, it is advisable to undertake a more thorough environmental impact assessment in consultation with the Ministry of Fisheries.

4. Law enforcement could be strengthened to minimize the use of illegal and destructive gear and to ensure compliance with regulations associated with the no-fishing zones inside the National Marine Park and around the Sanctuary as well as with the restricted time periods for fishing;
5. The fishing licensing system should be improved, to effectively manage the resources according fish stock assessments;
6. Recovery of the fish stocks² could be supported by total ban on all net fishing in the bay and around the islands;
7. Extended closure periods would ensure that the fish and other species have enough time to reproduce;
8. Creation of artificial reefs, that would function as a nursery and breeding grounds for fish in the lagoon, was proposed as an intervention that would benefit the fish stocks and potentially also the tourism industry as the artificial reefs could be used for divers and snorkelers as well;
9. Animal farming was proposed as a possible alternative livelihood option for the fishers, as it can be done in the Vilanculo area with few additional requirements of feed. Chicken, pigs and cattle are suggested species;
10. Cashew nut production was proposed as a viable income generating activity. Since cashew trees are abundant in Vilanculo, a little extra care (i.e. fertilisers and water) during the growing period would produce higher quality nuts which could be processed to generate good income for the community;
11. Potato farming could generate income to the community as potatoes are a popular food product in all sectors of the community;
12. Support to the cultural centre would encourage educational activities, local involvement in tourism and further skills development;
13. Provision of technical equipment, business training and financial support for graduates of the Community Development Fund's Technical Institute (FDC's Technical Institute) would improve employment opportunities;
14. Basic environmental education and training in financial management would assist all groups to improve their livelihoods in a sustainable manner;
15. Infrastructure development along the beach front would improve tourism; and

²This is a method that has been used for example in the Mohéli Marine Park in Comoros. The total ban on net fishing in that MPA is well respected by all local fishers all state that they have benefited from this restriction as more fish are caught since the ban was introduced.

16. Development of a marketing strategy for tourism in Vilanculo, in particular for community based tourism, would boost the local economy and livelihood opportunities.

Resumo não Técnico

O distrito de Vilanculo foi escolhido como o local de demonstração do projecto DLIST ASCLME devido ao papel do Município de Vilanculo como um polo e a alta dependência dos habitantes do distrito no ambiente marinho para o seu sustento, seguindo os critérios de selecção dos locais de demonstração.

Algumas pessoas no distrito, por vezes, envolvem-se em agricultura de subsistência, mas a sua principal fonte de sustento é a pesca. Devido ao alto nível de dependência da população nos recursos naturais, o aumento rápido da população na área e uma indústria de turismo em constante expansão, a pressão sobre os recursos costeiros e marinhos está a crescer rapidamente. É, portanto, urgente uma intervenção para assegurar uma utilização mais sustentável dos recursos.

Para identificar problemas, fraquezas e oportunidades para o desenvolvimento sustentável, a equipe do DLIST ASCLME visitou este local de demonstração. Durante a visita a equipa tomou nota das opiniões de todas as partes interessadas na área da pesca e outras actividades na área marinha e costeira e tentou determinar o que as pessoas vêem como soluções para os problemas associados com o uso de recursos marinhos e costeiros.

Objectivo do Plano de Desenvolvimento

O Plano de Desenvolvimento para a Comunidade de Pescadores em Vilanculo (PDCPV) visa promover e manter uma melhor qualidade de vida no Município de Vilanculo e arredores destravando oportunidades locais de desenvolvimento económico. Um plano eficaz procura normalmente buscar melhor infra-estrutura e serviços, criação de oportunidades de negócios sustentáveis com base nos pontos fortes e potencial da área e de emprego ligado às oportunidades na área.

O Plano de Desenvolvimento em forma de resumo:

1. O PDCPV é um instrumento fundamental que irá ajudar a guiar o desenvolvimento no sentido de uma melhor qualidade de vida na cidade Vilanculo;
2. O PDCPV foi desenvolvido como resultado do envolvimento exaustivo dos habitantes locais e através de consultas com as autoridades relevantes e outras partes interessadas;
3. O envolvimento da comunidade através de reuniões públicas e exercícios de visão realizados com a comunidade de pescadores, garantiu que os interesses locais fossem salvaguardados e que a comunidade desenvolvesse um senso de propriedade do Plano; e
4. Mais importante, o PDCPV segue uma visão construída colectivamente e pode ser considerado um guia para este fim.

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Vilanculo tenha acesso aos recursos marinhos e costeiros sem perturbar o ecossistema, e que seja capaz de praticar uma pesca sustentável.

5. O PDCPV compreende cinco secções:
 - i. A primeira secção apresenta uma introdução com informação essencial, o objectivo do plano e uma descrição básica da área coberta pelo mesmo;
 - ii. A segunda secção descreve a metodologia em detalhes e descreve as consultas exaustivas, o processo totalmente transparente e a pesquisa adicional feita por forma a fornecer uma base sólida para o Plano;
 - iii. A terceira secção apresenta os resultados do processo de consulta e os resultados da pesquisa sócio-económica e outras pesquisas em iniciativas que possam ter impacto sobre o desenvolvimento económico local;
 - iv. A quarta secção fornece uma combinação de *Estratégia e Plano de Implementação* que é curto, directo e adequado para o consumo local; e
 - v. A quinta secção apresenta as *Directrizes* para o Plano de Desenvolvimento para a Comunidade de Pescadores em Vilanculo.

Questões prioritárias identificadas através de consultas às partes interessadas

Onze questões prioritárias foram identificadas pelas partes interessadas. As principais questões referem-se: i) falta de recursos marinhos no mar; ii) a falta de meios de subsistência alternativos confiáveis; iii) financiamento insuficiente; iv) a baixa escolaridade básica; v) a falta de fiscalização; vi) a degradação do porto; vii) degradação da marginal em frente à praia (no Município de Vilanculo); viii) infra-estrutura precária; ix) falta de marketing para Vilanculo como um destino; x) limitado conhecimento de Inglês e xi) insuficiente envolvimento local no turismo.

Principais áreas de intervenção definidas no Plano de Estratégia e Implementação

Estas questões prioritárias são abordadas em dez áreas de intervenção do Plano de Estratégia e Implementação. Algumas áreas de intervenção abrangem várias questões, enquanto algumas questões atravessam várias áreas de intervenção:

1. A redução da pressão sobre os recursos no mar poderia ser alcançada com a promoção de iniciativas comunitárias de pesca no rio e em lagoas, juntamente com a produção em pequena escala de tilapia (aquacultura);
2. A produção de Tilapia e a pesca em água doce pode ser suportada com a suplementação do gene da população de Tilápia existente com as espécies que já ocorreram previamente nas centenas de pequenos lagos nos arredores de Vilanculo, aumentando assim a produção significativamente³;

³ A maioria dos lagos na área contêm populações de tilápia de espécies mistas e as espécies mais comuns ocorrem no Rio Govuro. Assim sendo, esta intervenção não seria a introdução de espécies exóticas para a área, mas apenas misturar os genes dos peixes dos lagos com os do rio. Antes de esta actividade ser realizada, é aconselhável a realização de uma avaliação de impacto ambiental mais completa em consulta com o Ministério das Pescas.

3. A redução da ameaça aos recursos marinhos e costeiros pode ser alcançada através da introdução de métodos de pesca mais sustentáveis na pesca no mar. Um exemplo simples é a introdução de gaiolas na pesca do caranguejo;
4. A fiscalização poderia ser reforçada para minimizar a utilização de artes ilegais e destrutivas e para assegurar a conformidade com regulamentações associadas com as zonas de pesca dentro do Parque Nacional Marinho e ao redor do Santuário, assim como com os períodos de tempo limitado para a pesca;
5. O sistema de licenciamento de pesca deve ser melhorado, para uma gestão eficaz dos recursos de acordo com a avaliação das populações de peixes;
6. A recuperação das quantidades de peixes⁴ poderia ser apoiada com a proibição total da pesca com rede na baía e ao redor das ilhas;
7. Aumentar o período de fecho (período em que os pescadores não iria ao mar), o que iria assegurar que os peixes tivessem tempo suficiente para se reproduzir;
8. A criação de recifes artificiais, que funcionaria como um berçário e viveiros de peixes na lagoa, foi proposta como uma intervenção que se iria beneficiar as populações de peixes e, potencialmente, também à indústria do turismo uma vez que os recifes artificiais poderiam ser usados pelos mergulhadores;
9. A criação de animais foi proposta como uma possível alternativa de subsistência para os pescadores, já que pode ser feito na área de Vilanculo, com poucos requisitos adicionais de alimentação. As espécies sugeridas são o frango, suínos e bovinos;
10. A produção de castanha de caju foi proposta como uma atividade viável de geração de renda. Uma vez que as árvores de caju são abundantes em Vilanculo, um pouco de cuidado extra (ou seja, fertilizantes e água) durante o período de crescimento iria ajudar a produzir castanhas de qualidade superior que podem ser processadas para gerar uma boa renda para a comunidade;
11. A produção de batata poderia gerar rendimentos à comunidade uma vez que a batata é um alimento popular em todos os sectores da comunidade;
12. O apoio ao centro cultural iria encorajar as actividades educativas, o investimento local no turismo e o desenvolvimento de capacidades;

⁴ Este é um método que tem sido usado por exemplo no Parque Marinho de Mohéli, nas Comores. A proibição total da pesca com rede neste parque é bem respeitada por todos os pescadores locais e todos concordam que eles se beneficiaram dessa restrição uma vez que mais peixes são capturados desde que a proibição foi introduzida.

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13. O fornecimento de equipamento técnico, formação profissional e apoio financeiro para os graduados do Instituto Técnico do Fundação para o Desenvolvimento da Comunidade (Instituto Técnico da FDC) aumentaria as possibilidades de emprego;
14. A educação ambiental e treinamento básico em gestão financeira iria ajudar a todos os grupos a melhorar os seus modos de subsistência de forma sustentável;
15. O desenvolvimento de infraestrutura ao longo da praia poderia melhorar o turismo; e
16. O desenvolvimento de uma estratégia de marketing para o turismo de Vilanculo iria impulsionar a economia local e as oportunidades de subsistência.

Section 1 - Introduction

1.1. Vilanculo

The Vilanculo District, which includes the town of Vilanculo, is situated in the northern part of the Inhambane Province and the Southern Tourism Region of Mozambique, about 750 km north of Maputo. The area is best known for the attractions of the Bazaruto Archipelago, a chain of four white-sand-fringed islands some 15 to 25 km from the mainland. The largest islands, Bazaruto and Benguerra, accommodate a total of six high-end resort hotels between them. Two more are under development on the islands of Magaruque and Santa Carolina. These resorts are self-contained establishments that have a range of in-house facilities and activities on offer exclusively to guests.

The Bazaruto Archipelago National Park was gazetted in 1971 and spans over 1,430 km² (see Map 1). The archipelago is rich in biodiversity with a healthy coral community, many sea birds, dolphins, sea turtles and reportedly the only viable dugong population in the entire Western Indian Ocean region. A study conducted by the Dugongs team, (www.dugongs.org) suggested a rapid population decline. Recent surveys however, suggest about 300 individuals live in the Bazaruto Archipelago. The current management agreement for the Bazaruto Archipelago National Park between the Ministry of Tourism and an NGO called International Conservation, is unclear. The only current enforcement is carried out by the rangers based on the islands. The coral reefs of Vilanculo, located along the Archipelago some 20 km from the mainland, are largely undamaged and host populations of large fish that are in a healthy state. There is a high likelihood of sighting species that are sought after by dive tourists, such as manta rays, potato bass, guitar fish and turtles. Vilanculo's dive sites are ranked as suitable for divers with advanced open water skills. Boat-based dolphin-, whale shark- and whale-watching is a popular activity during the tourist season. Local dhow sailors regularly ply the channels and dhow safaris are on offer to tourists, including visits to the uninhabited island of Bangue. The bay's potential for water sports such as wind- and kite-surfing is largely unexploited.



Map 1: An overview of the Vilanculo District coastline including the lakes near the coastline, the mangroves in the south and the nearby islands

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The most striking feature of the area is the inter-tidal zone between the mainland shoreline and the islands. The marine waters here are shallow and the three-meter tidal range is large. At low tide, vast sandbanks are exposed (see Figure 1), interspersed with channels, so that from the shore at Vilanculo town it appears that one could walk to the closest island. The bay between the mainland and the islands is mainly made up of seagrass meadows and sand banks with some mangrove areas near the river mouth in the bay.



Figure 1 The beaches and marine life diversity in Vilanculo

The mangrove stands and seagrass beds support juvenile fish and reduce the sediment load in the bay as well as out in the archipelago and are therefore extremely important for the health of the entire ecosystem. The terrestrial area around Vilanculo town is not very fertile. The sandy soils support vegetation consisting of coconut palms, cashew nut and mango trees. There are lakes around the town area, some with fresh water, which are a potential asset for tourism, Tilapia fishing as well as a fresh water source for the town and for irrigation for agriculture. While people sometimes engage in subsistence agriculture, the main source of livelihoods in Vilanculo is inshore fisheries. The population growth rate in the Vilanculo town is estimated at 8.3% and the majority of residents are not engaged in the formal economy. The high level of dependency on the natural resources, the rapid population increase in the area and a constantly growing tourism industry are placing increasing pressure on the coastal and marine resources. There is therefore an urgent need for action to ensure a more sustainable resource use.

The central market place in the town of Vilanculo is a popular attraction for backpacker and overland tourists. There are 27 accommodation establishments⁵ offering a wide selection of facilities from camping and backpacker rooms to mid-range lodges and high-end guest houses. The wide choice of accommodation, coupled with the town's commercial facilities, make it a popular stopover for overland travellers and backpackers. The beach lodges on the coast North and South of the town centre attract mainly self-drive regional tourists⁶. Most people in Vilanculo sustain their livelihoods by fishing or trading fish, sea food and marine/coastal resources (see Figure 2).

⁵ Vilanculo District Tourism Master Plan, 2009

⁶ Vilanculo District Tourism Master Plan, 2009



Figure 1: The fishery is the main income activity in Vilanculo

The Govuro River runs 15 kilometres inland, parallel to the coast and covers most of the District. It meets the sea in the district of Inhassoro to the North. The associated wetland areas and the freshwater lakes located between the coast and the national road, support a great diversity of birds, fish and amphibians, some of which are on the IUCN Red List of Threatened Species. Another attraction in the district is the ancient ruin at Manyikeni, which is a protected heritage site, located less than an hour's drive from Vilanculo town on the route to the Zinave and Banhine National Parks. These Parks are components of the Greater Limpopo Transfrontier Conservation Area, the western anchor of the 'Bush-Beach' route between South Africa and Vilanculo⁷.

1.2. The DLIST ASCLME Project

The DLIST (Distance Learning and Information Sharing Tool) ASCLME (Agulhas and Somali Currents Large Marine Ecosystem) Project works with selected demonstration site communities to ensure that ground level stakeholders can actively participate in the planning of the large, regional ASCLME project which focuses on management of marine and coastal resources and improved livelihoods. The DLIST initiative has worked with coastal communities all along the eastern coast of Africa and the island states in the Western Indian Ocean. The main purpose was to collect input from the coastal communities on how they think the management of marine and coastal resources can be improved and what their priorities are in terms of planning for future interventions. The DLIST team used this opportunity to facilitate the creation of development plans for each of the nine demonstration site communities. These development plans are designed as free-standing community development documents and are also used to give input to the planning documents for the ASCLME Project.

Vilanculo was selected as the demonstration site for Mozambique for the DLIST ASCLME project based on the fact that Vilanculo town serves as a hub for activities and also that the inhabitants in this district depend on the marine environment for their sustenance. While people sometimes engage in subsistence agriculture, their main source of livelihoods is through fishing⁸. The population growth rate in Vilanculo town is estimated at 8.3%. The majority of the inhabitants, particularly those in the rural areas, are not engaged in the

⁷ Vilanculo District Tourism Master Plan, 2009

⁸ Vilanculo District Tourism Master Plan, 2009

formal economy. The high level of dependency on natural resources, the rapid population increase in the area and a constantly growing tourism industry are rapidly increasing the pressure on coastal and marine resources. Action is urgently needed to ensure a more sustainable resource use. The DLIST ASCLME team therefore, visited this site to communicate with stakeholders to assess what the residents perceive as potential solutions to the marine and coastal resource use issues.

The Development Plan for the Fishing Community in Vilanculo (DPFCV) aims to foster and maintain a higher quality of life in Vilanculo Town and the surrounding area by unlocking local economic development opportunities. An effective development plan may typically call for improved infrastructure and services, the creation of sustainable business opportunities based on the strengths and potential of the areas and employment that is linked to opportunities in the area. A well-defined plan that addresses short-term and long-term development opportunities will help to secure and steer sustainable development at the local level. Such a plan will also benefit coastal regions in the country at large through activities such as promoting diversification of the tourism industry, proposing viable alternative livelihoods options for fishers and democratisation of the economy. Priorities identified in the Development Plan can also provide guidance for Corporate Social Responsibility (CSR) contributions, government infrastructure and social spending. The Development Plan may also inform certain private sector initiatives and can assist in unlocking donor-funded interventions.

Crafting a Development Plan requires a collective Vision formulated by the local community. The Vision defines a point somewhere in the future to which the community aspires. The Vision is the guiding light for the development of strategies that are rooted in a situational analysis of the local economic potential. Ground level realities and the specificities of the area must be taken into account to ensure that plans and expectations are realistic. The Development Plan harnesses the input from the local community, government, regional authorities and other role players into a set of strategies and guidelines aimed at creating a suitable climate for economic growth.

1.3.Purpose

The overall purpose of this project was to design a strategy that would unlock the economic growth potential for the fishing community in the Vilanculo Town, and more specifically:

1. Reduce pressure on marine and coastal resources by identifying and supporting viable alternative livelihoods for the fishing community;
2. Enforce gear and permit restrictions;
3. Encourage greater environmental education with the fishers to increase awareness of the dangers and consequences of overexploitation of the marine resources and the use of destructive fishing methods to improve sustainability; and

4. Empower the local community to take advantage of the resources in Vilanculo through activities such as community based tourism.

The information in this document plots a clear way forward, in a language that is easy to understand. The intended audience is the fishing community in Vilanculo, relevant authorities, other groups in the community, and parties that can participate and contribute to the unfolding of the Development Plan. Such parties include National Government, the private sector and donor agencies. From the outset it was agreed that copies of this plan will be made available to the local community and other stakeholders for continuous input. Planning is after all, a continuous process. Hence, this is 'Version 1' of the Development Plan for the Fishing Community in Vilanculo which should be updated when necessary.

Section 2 – Methodology

2.1. The Process

The process to develop a plan for the fishing community in Vilanculo began with a field trip conducted in November 2009. The aim of this trip was to meet with all the relevant stakeholders and introduce the DLIST ASCLME project. The main purpose of the first field visit was to collect the views and concerns of the stakeholders related to the use of coastal and marine resources and at the same time draft an action plan on what is needed to ensure the success of the project. The DLIST ASCLME team met with representatives of the Vilanculo community, from different levels of the society including government officials, academic institutes, fishers and the private sector. Some meetings were informal and involved the private sector from the tourism industry and the maritime police who patrol the shores of Vilanculo. In all the meetings, the DLIST ASCLME team described the project and explained why the district was chosen as a demonstration site. Participants in the meetings all acknowledged that there is a big problem with the way the coastal and marine resources are used and agreed that there is an urgent need for intervention to promote the sustainable use of these resources. During this field trip it was agreed that a group of students from the Vilanculo campus of the Eduardo Mondlane University should assist the DLIST ASCLME team to carry out socio-economic questionnaires with members from the fishing community.

The second field trip was conducted in February 2010. The Data and Information Coordinator for the ASCLME Project in Mozambique, Ms Clousa Maueua from the Instituto Nacional de Hidrografia e Navegação, INAHINA, in Maputo also participated in this field trip. The aim of this second visit by the DLIST ASCLME team was to meet with all the relevant stakeholders again and ask them to give their view on the most urgent problems in the area and to try to suggest possible solutions. The DLIST ASCLME website was also introduced, a training session was organised and a total of three film festivals were arranged. The purpose of the film festivals was to increase awareness of marine and coastal environment, and the need for sustainable use of these resources. The DLIST ASCLME team again met with representatives the Vilanculo community, from different levels of the society - from government officials, academic institutions, fishers and the private sector. The methodology used for the first field trip was repeated and participants were asked again to identify the

Development Plan for the Fishing Community in Vilanculo, 2011

main problems related to the use of marine and coastal resources and to suggest possible solutions and alternative livelihood activities. During this second trip, the socio-economic interviews were still underway and supplemented the interviews completed by the group from the University of Eduardo Mondlane. A total number of 50 interviews were conducted between December 2009 and the end of February 2010.

The most recent field trip was conducted in December, 2010. Several meetings were conducted with the fishing community and other relevant stakeholders to get more input for the plan and to provide feedback on the preliminary results from the previous meetings and interview sessions. During this trip, further discussions were held with the stakeholders about possible solutions and interventions to address the issues they had identified through previous interviews and group planning/visioning exercises. The draft vision that was developed, based on interviews and group sessions, was also presented and finalised. While a steering committee has not yet been created, the team identified some people that can work as a liaison between the consultants and the community. Figure 3 below provides an overview of the approach to achieve this Development Plan for the Fishing Community in Vilanculo.

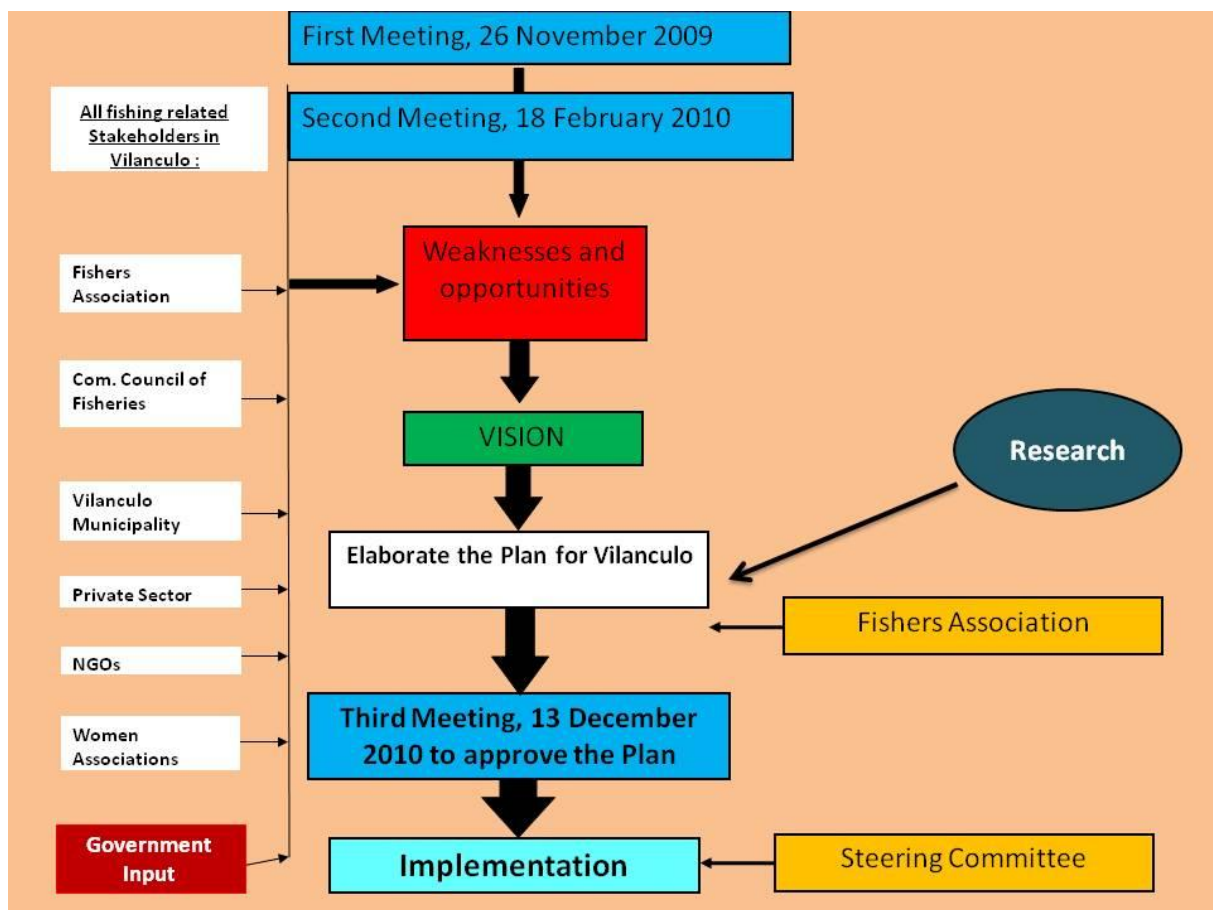


Figure 2: Flowchart showing the Development Plan process in Vilanculo

2.2. Planning

The consultants met with all relevant stakeholders during the three field trips. Stakeholders include the fishing association, other fishers, women who are trading with marine products,

fish factories and exporters in the District, a fish and prawn farmer, tourism establishments, dive centres, government authorities and NGOs.

Consultation and engagement with the mentioned parties was crucial prior to the commencement of the Development Plan planning process. Furthermore, these engagements were imperative for all parties to acquire a mutual understanding of the process, as well as the proposed methodology and the aim of the Plan.

2.3. Consultation with the Fishers Association (APV)

1. The team met the Fishers Association (APV) in November 2009 to introduce the DLIST ASCLME project, the community planning initiative and to get the first impressions of the problems faced by the community. After the team left Vilanculo a group from the Vilanculo campus of the University of Eduardo Mondlane conducted individual socio-economic interviews with the fishers in the area.
2. A second meeting was held in February 2010, where the DLIST ASCLME team again explained the purpose of the project, and asked the fishers to explain their problems and concerns, and what they thought could be solutions for these problems. The team conducted additional individual interviews with fishers to understand their personal opinions. A total of 50 interviews and 16 interest group meetings were conducted during the first two field trips (see Figure 4)
3. During the third field trip, the DLIST ASCLME team met the APV again to present and approve the results of the previous meeting and ask for additional contributions on both problems and potential solutions for the fishing community in Vilanculo. The team also met with the CCP of Mondego (Community Council of Fisheries), to provide feedback on the findings of the previous meeting and elicit additional input from them.

During these meetings (see Figure 4), the community members outlined the weaknesses, opportunities and needs in Vilanculo. A Draft Vision was developed based on interviews and initial meetings and the Vision was finalized in a group session with the fishers during the third field trip.



Figure 3: The different meetings held in Vilanculo with the fishers: left is the meeting with the CCP of Mondego, centre and right show meetings with the Fishers Association (APV)

2.4. Consultations with other relevant stakeholders

1. Ad hoc meetings and consultations were conducted with many other relevant stakeholders to gain an overall understanding of the economic situation in Vilanculo. The team consulted with the Municipality, the Administration, the Fishing Fund, GAPI, SDAE and the Eduardo Mondlane University.
2. Dedicated meetings with the local authorities were paramount to the development of this Plan. Engaging with local and District authorities will create a platform for identification of further development needs within the Vilanculo Town. The Development Plan for the Fishing Community in Vilanculo is a continuing process, where these groups must be continuously involved.
3. The team also carried out consultation with developers and private sector groups active in tourism as well as the fish processing and farming industry (e.g. Marbar, Sailaway Dhow Safari, Dive Bazaruto, Stoben, Cafe de Pesca), promoters and donor agencies to leverage funding towards the needs and projects identified by the communities.

A Stakeholder map with the fishers in the centre was developed to link all the different groups together and to get an overview of how and why they connect, see Figure 5 below.

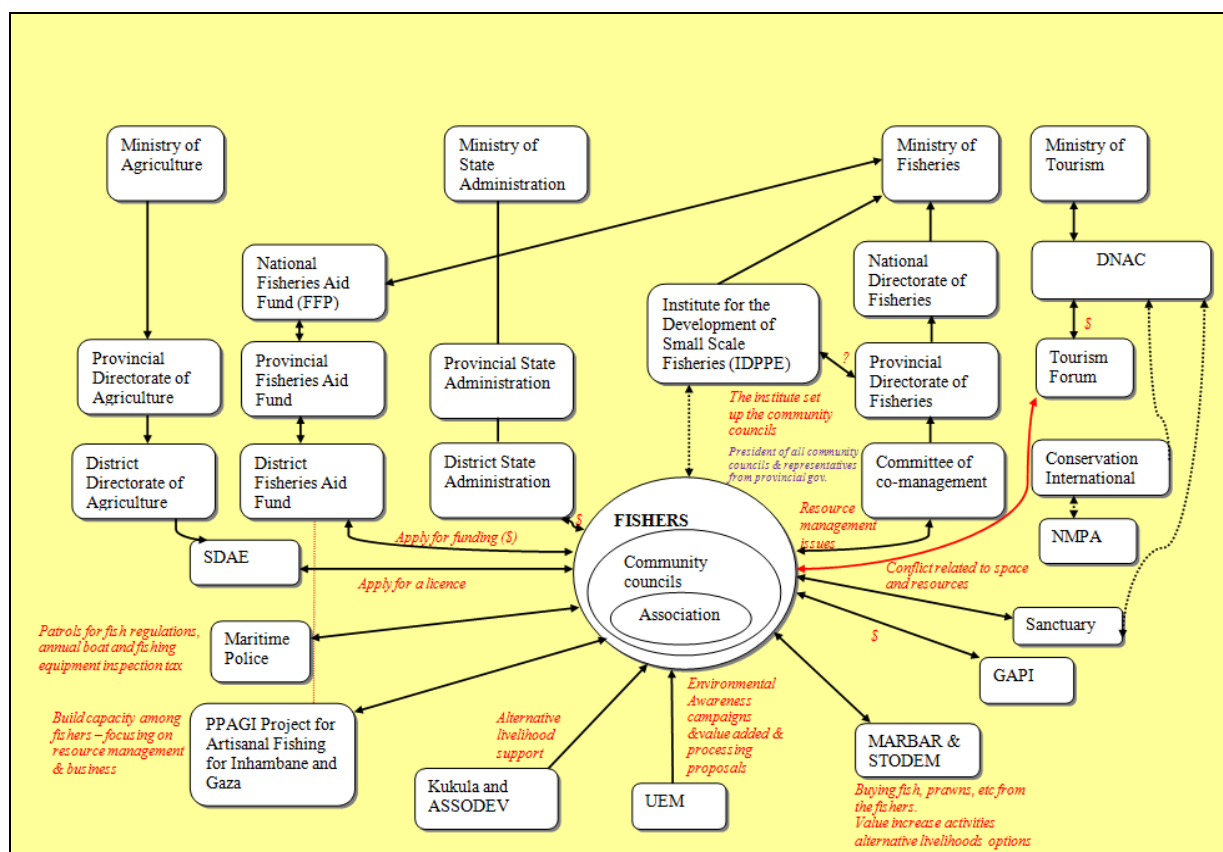


Figure 5 Stakeholder Map for Vilanculo

2.5. Research

The team conducted individual interviews on socio-economic information and questions related to fishing and the general development of the area. Group discussions were also arranged to get information on daily circumstances, work, quality of life, education and training, the business environment, existing livelihoods and the potential of creating of new ones as well as community facilities. In total, 50 individual interviews were conducted with fishers and other people that rely on fisheries such as the women that sell the fish.

The team also used other available research on the area such as the Vilanculo District Tourism Master Plan (VDTMP), conducted by EcoAfrica Environmental Consultants in 2009.

2.6. Submission of the Plan, the approval and next steps

1. The Draft Plan was presented to the Fishing community in Vilanculo to give everyone an opportunity to give additional inputs. The preliminary results were presented to the communities in Vilanculo in December, 2010 when the Draft Vision was approved as the final one.
2. Once all comments were received and processed, the Development Plan for the Fishing Community in Vilanculo was finalised.
3. Following the planning 'best practice' the Plan will be available in Portuguese and made available to the community through the Vilanculo Fishers Association and the Municipality.
4. The next step in continuing with the Plan will be for it to be presented at a small 'investors' conference' for all parties that may have an interest in the implementation of the plan. This will be an ideal opportunity to discuss 'quick wins' as well as long-term support. This conference should be organised by the DLIST ASCLME team together with the Fishers Association and the Municipality and invitees may include government departments, hotels, potential private sector players and donors.
5. It is recommended that a Steering Committee (SC) consisting of members from the fishing community, the APV and local authorities should be appointed to spearhead the implementation of the Plan. The fishing community should have an opportunity to make suggestions for suitable members before the SC is appointed by APV and the Mayor.
6. Effort should be made to place the Development Plan for the Fishing Community in Vilanculo into existing planning frameworks for Vilanculo.

Section 3 - Outcomes

3.1. Community meetings and individual interviews

Three main community meetings were held in Vilanculo with the Fishers Association (APV) and the CCP. Each meeting began with the explanation of what the Development Plan is about and how it can be used to improve the situation. The first meeting in November, was an introductory meeting where the community expressed the desire to be involved in the planning exercise and listed some weakness and strengths. The second meeting adopted a highly interactive approach that encouraged the community to voice the weaknesses, opportunities and socio-economic concerns in their community. The third meeting, as mentioned above, was aimed at presenting the findings of the stakeholder consultations and the socio-economic survey and obtaining further input. The Draft Vision was presented at this meeting, modified and approved as the final Vision for Vilanculo. Table 1 below outlines the main weaknesses and associated opportunities identified by the community and why they are considered important.

Table 1: Weaknesses, opportunities and suggestions for the Fishers Community in Vilanculo

Category	Weaknesses	Opportunities	Remarks/Suggestions
Environmental issues	Lack of fish in the sea, destructive fishing methods.	Introduce new fishing methods such as cages for crab fishing, encourage environmental education for the community through the radio or community leaders.	Some fishers suggested the introduction of a total ban on all net fishing or a longer closure period for up to 6 months.
Lack of funding and investment	The fishers can't afford to pay for new boats, there is no shop in Vilanculo to buy material to repair their boats, no-one can afford to invest in the fishing industry such as freezers or an ice factory.	Investment in shops to sell materials to repair boats, investment in new and bigger boats so more fishers can work together and fish in the open sea.	With the current situation fish catch is often wasted due to a lack of storage facilities. Few inshore fish is another problem. Even if the fishers had freezers, they have little or no fish to store, so open sea fishing could be a good option if there were investments in bigger boats
Education and training	The majority of fishers only have primary school education, and	Training in English language courses, cooking and tourism services	People are interested in more education and training to improve their skills

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	<p>can't afford to pay for training or technical schools. Those who have graduated from the FDC Technical Institute have no capital to start their own business to utilise their new skills.</p>	<p>should be encouraged so people could find work more easily in the tourism industry, which is one of the few alternative sectors in this area.</p>	<p>and livelihoods options. The Cultural Centre of Vilanculo should also be improved by providing more books and internet access as this would contribute to a greater awareness among community members.</p>
Law enforcement	<p>There is a lack of law enforcement regarding fishing methods, closed seasons, boat piracy, illegal foreign vessels and boats licensing.</p>	<p>Collaboration between the police and the CCP should be improved to improve law enforcement. They need better boats, measuring instruments for net mesh sizes etc. and more investment.</p>	<p>The CCP already works with the maritime police to some extent in law enforcement and have identified the lack of equipment as an obstacle for the improvement of their work.</p>
Infrastructure	<p>The harbour and roads are in poor condition and the marginal (beach front) in Vilanculo is degraded. The fishers would like more facilities in terms of market and storage facilities.</p>	<p>Improved harbour infrastructure could support fish exports and could also be a destination for tourists to interact with fishers. Improvement of the road and the marginal could support more entertainment and access for tourists. The development of the North and center marginal should be encouraged.</p>	<p>The Municipality should support the fishers with a market area and storage facilities in the upgraded harbour area.</p>
Lack of employment	<p>The lack of training for specific skills as well as a lack of English language proficiency makes it difficult for people</p>	<p>Invest in small business such as bakeries, laundries, etc. will generate more immediate income for the</p>	<p>Invest in people with skills so they can develop the self-employment culture.</p>

	<p>to find work leading to high unemployment rates. A contributing factor is the lack of marketing of Vilanculo town as a tourism destination.</p>	<p>community. A local carpentry and small farms to supply the tourism industry would improve opportunities. Vilanculo town could be marketed through internet, flyers etc.</p>	
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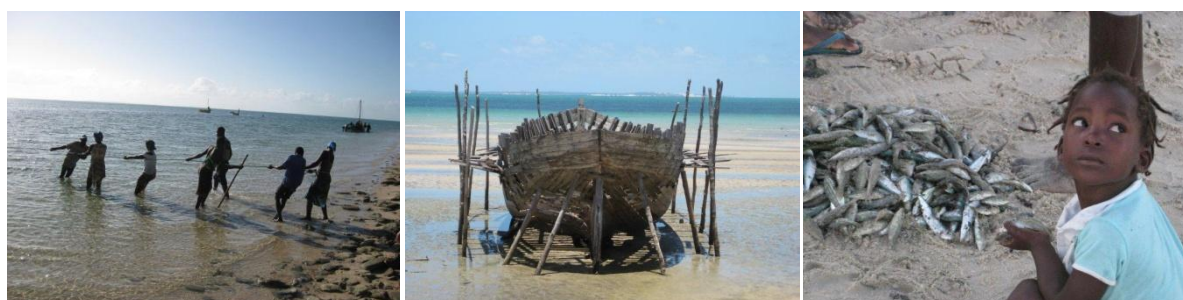


Figure 4 The artisanal fishery (left), an old boat on the beach (centre) and fish ready to be sold (right).

3.2. Meetings with other relevant stakeholders

During the field trips, the DLIST ASCLME team also took the opportunity to meet with relevant stakeholders that may come to play a big role in the implementation of the Development Plan for the Fishing Community in Vilanculo. This group includes Kukula, GAPI, SDAE, the Fishing Fund and the District Administration.

Meeting with KUKULA

The KUKULA project began as a part of the CARE International projects in Mozambique. From 1999 to 2004 the project was controlled by CARE and in 2004-2005, was still funded by CARE. From 2005 until the project is supported through Oxfam funds. CARE still has some projects in Vilanculo but the work with communities on financial management is now done by KUKULA. CARE expanded their projects to the central area of the Inhambane province, where they collaborate with Barclays Bank on financial management training and micro financing.

The financial management training for households/individuals/community groups provided by KUKULA usually begins with announcements to the community about the project followed by a request for interest by individuals/groups who are interested to join the project and start an association. Training is then given over a period of 9 to 12 months. Instead of using a bank account, the savings of the association are kept in a box in the KUKULA office with three locks and three members of the association keep the keys. The box is kept by one of the members of the association. At the end of the training the money is returned to the association/group. KUKULA is using a similar training model with groups of people living with HIV/Aids in Vilanculo.

Meeting with SDAE (District Services for Economic Activities)

SDAE control all financial activities in Vilanculo and collaborate with all government departments. SDAE provide licenses to all artisanal fishers. All licenses specify the type of fishing the license holder is allowed to do. To qualify for the license each fisher must be able to show that he/she has the appropriate gear for the licensed fishing method. In 2009, SDAE issued a total of 260 licences in the Vilanculo area, from Macunhe to San Sebastien. When licenses are issued, the SDAE collaborate with representatives from the Marine Police, the IIP (Fish Investigation Institute) and the Fishing Fund to ensure that all departments are well informed of license allocations.

Meeting with the District Administrator

According to the District Administrator, the fishers in Vilanculo are organised in councils which form a committee together and are assisted by the District government. The District Administrator's Office has partners such as Danida and CARE who primarily support other sectors such as social services and health. The District Administrator's Office gives financial support to the fishers to buy new boats, engines, nets, fishing lines and other fishing equipment.

Meeting with the Fishing Fund

The Fishing Fund was started in 2003 as an emergency response to some serious flooding events in 1999/2000 when many fishermen lost their boats, engines and fishing gear. It was initially funded by the Italian government in 2001 and 2002. A number of provinces were funded and the Inhassoro District obtained money to build an ice factory and a boat repair shop. The Fishing Fund supports the local fishers to buy new boats, engines, new nets, and other fishing equipment to help them to fish further off shore, where the fishing is more profitable and does not put so much pressure on the reefs.

Meeting with GAPI

GAPI sociedade de investimentos, S.A. is an NGO operating in Mozambique that invests in development projects. GAPI is a business development service that provides micro-finances to small business enterprises while strengthening the groups' capacities to start and operate their businesses well. GAPI mainly gives credit to people from other sectors, but have supported a few fishers. Beneficiaries receive lessons in Information Technology and other resources to build their capacity. GAPI sometimes receives project proposals from fishers and try and assist the fishers in organizing their approach and businesses better so that they are able to access the funding.

GAPI have only been active in Vilanculo for 3.5, giving credit to local entrepreneurs to set up projects. In order to be approved for GAPI funding, the applicant must be able to give a guarantee for the loan and have a good plan to pay back the full amount in 5 years. Most people provide their houses as guarantee for the credit. Since many of the fishers do not own a house, it becomes even more important for them fishers to form a group that can provide sufficient guarantee to obtain a loan. GAPI recognises that most fishers have a low level of education and wish to provide assistance to finance and empower them to use the marine resources more sustainably and to increase the value of the resources.

3.3. Situational analysis

3.3.1. Socio-economic and demographic trends

Interviews to collect socio-economic and demographic data followed an open format style. Questions were designed to encourage participants to speak freely and add whatever information they felt may be relevant to the socio-economic profile of the fishing community or the development of a plan for the future development of their community. The purpose was not to arrive at a detailed analysis of all aspects of the community, but to obtain reliable broad trends and identify aspects to be addressed by the Development Plan. The results obtained may also serve as a baseline to measure shifts in trends resulting from different interventions. The interview sheet used for these interviews is found in Appendix I.

Age and gender

According to preliminary census results, the population of the entire Vilanculo District in 2007, was 135,710. The town itself has grown by an average of 8.3% per annum over the past five years to an estimated population of 50,000 in 2008⁹. As per Figure 7 below, the DLIST team interviewed about 50 fishers between the ages of 20 to 60 years old. The figure shows that 38% of the participants in the interviews fall within the age group of 20 to 29. The majority of the participants were male.

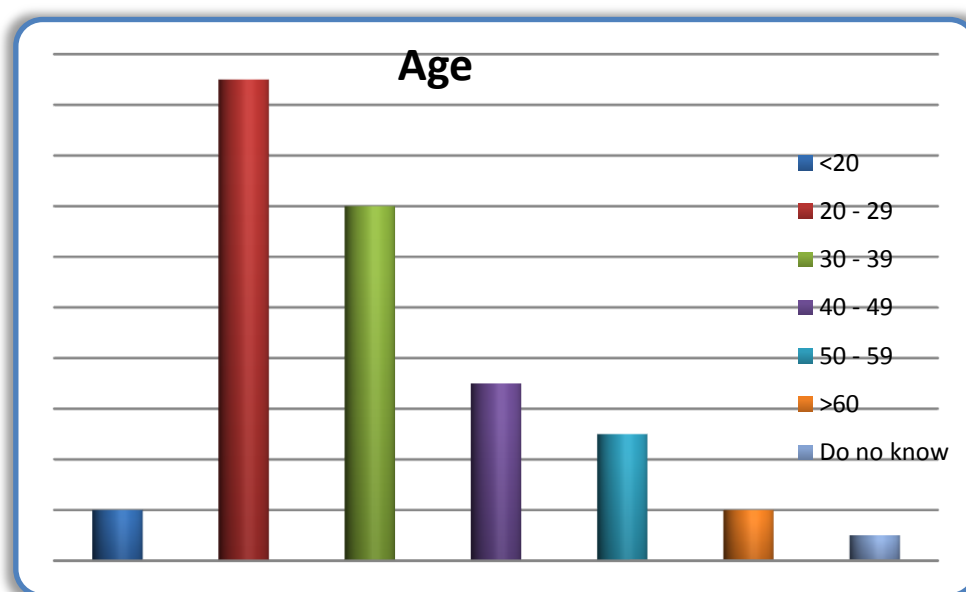


Figure 5: The frequency of ages of the interviewed fishers

3.3.2. Labour force

The majority of people, particularly in the rural areas, are not active in the formal economy and depend mainly on fishing and subsistence agriculture, supplemented by remittances from migrant labour. Small-scale economic activity revolves around the production and sale of art and crafts, fish and a small range of fresh produce at the local markets and roadside food stalls. The rate of formal employment of the economically active age group is estimated

⁹VDTMP, 2009

to be less than 10%. The mainland tourism establishments are the primary source of employment, accounting for 46% of total employment in the formal sector¹⁰. The majority of the interviewees, (56%), live from fishing and have no other alternative income-generating activity. The pressure on marine resources is thus extremely high and the need to find alternative livelihoods for the fishers is a priority in the Development Plan for Vilanculo. Even residents, who engage in other activities such as working for other people or farming, also rely on the sea as a main source of income.

3.3.3. Education and training

Vilanculo has few facilities for people to obtain education and a key problem is the lack of money to go to school or to pay for studies. While the majority of fishers only have a basic education, they lack the finances to access schools and institutes.

Figure 8 below shows that only 4% of the participants have completed education levels 9 to 12. The fishers mentioned a new technical institute near Chibuene which currently offers free training to increase people's technical skills and to develop self employment. Despite these free studies, the results are poor. Trainees who complete a course still have difficulties finding employment, and some resort to going to the sea again, explaining that they lack funds to start up businesses.

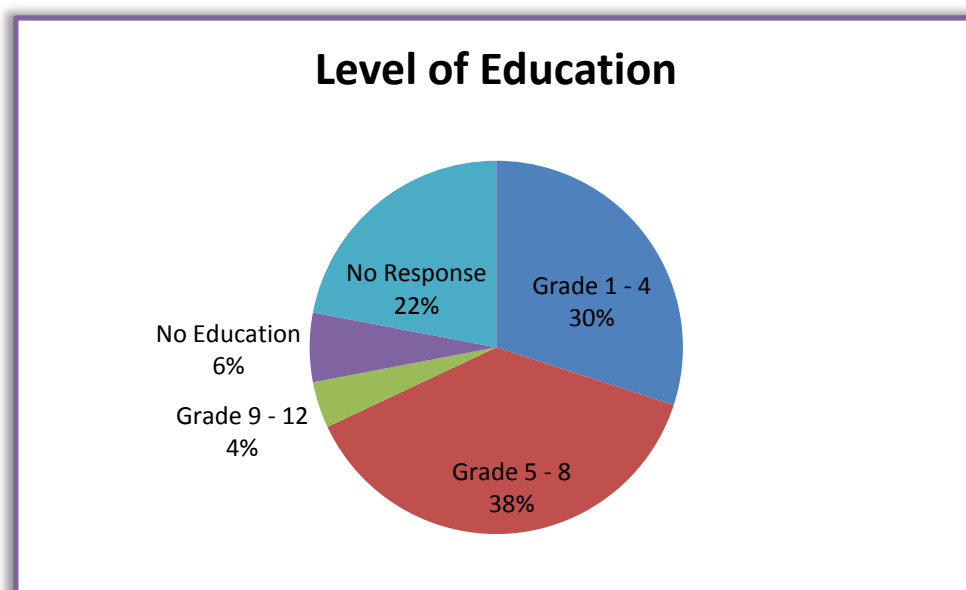


Figure 6: Level of education among the fishers interviewed in Vilanculo

3.3.4. Business environment

Vilanculo has several small businesses based at different markets such as the old market, the new market, and the Mucoque market. A few smaller general dealers also sell diverse products. Several guesthouses and campsites are located along the town beach front and further North of the town. Most of these establishments are owned by non-residents of the town (foreigners). A high-end hotel, Dona Ana, is under development in the town centre

¹⁰VDTMP, 2009

near the harbour and will hopefully provide more employment for local residents once operational. Many opportunities exist in tourism, but fishers feel unable to access these opportunities due to a lack of funding and training.

3.3.5. Infrastructure

Vilanculo has some basic infrastructure including an airport that is being upgraded to cope with increasing traffic from tourism arrivals in the area. Basic road infrastructure and schools also exist. The fishers however, lack infrastructure such as a good harbour to offload, store and export their fish easily. Due to a lack of freezing facilities, fishers are forced to sell their fish as soon as possible, often at lower prices. Catch is sometimes lost when no buyers are present, leading to high discards and a complete loss of income. While the fishers noted this as a problem, a more important issue adding to the complication is the lack of funds to manage a freezer. The preference therefore is for the management to be undertaken by the town municipality.

The location of Vilanculo is a key asset. The beach front (marginal) in the town can easily accommodate the development and establishment of the tourism in the area. Due to the easy access, this area attracts visitors who have no means of transportation, that is, visitors who have arrived by air, and backpackers.

Although erosion is very visible in the area, the marginal with a dirt road and trees, hosts a considerable number and range of accommodation establishments. The Dona Ana Hotel is one of the high-end locations and is proposed as a 3-star hotel and conference centre (see Figures 9).

Evening offerings in Vilanculo currently include a range of bars and restaurants that are scattered throughout the town. There is no established nightlife precinct and no transportation services for tourists without their own means of transport.



Figure 7 Hotel Dona Ana in Vilanculo



Figure 8 The marginal hosts a number of accommodations and includes an art craft shop.

Economic activities and livelihoods

One of the main income generating activities in Vilanculo is fishing and marine product trade. Since the main goal of this Plan is to improve the quality of life and promote alternative livelihoods for the fishers, the team mainly focused on this group in the community. The majority of the interviewees state that they have no alternative livelihoods and survive primarily off fishing. Other interviewees mentioned additional occupations to supplement their primary income from fishing. Figure 11 below highlights the percentage of people living only from fishing (56%) and the others with alternative income-generating activities.

Interviewees believe that even if they had other skills, they lack capital to start their own businesses and Vilanculo offers no employment opportunities.

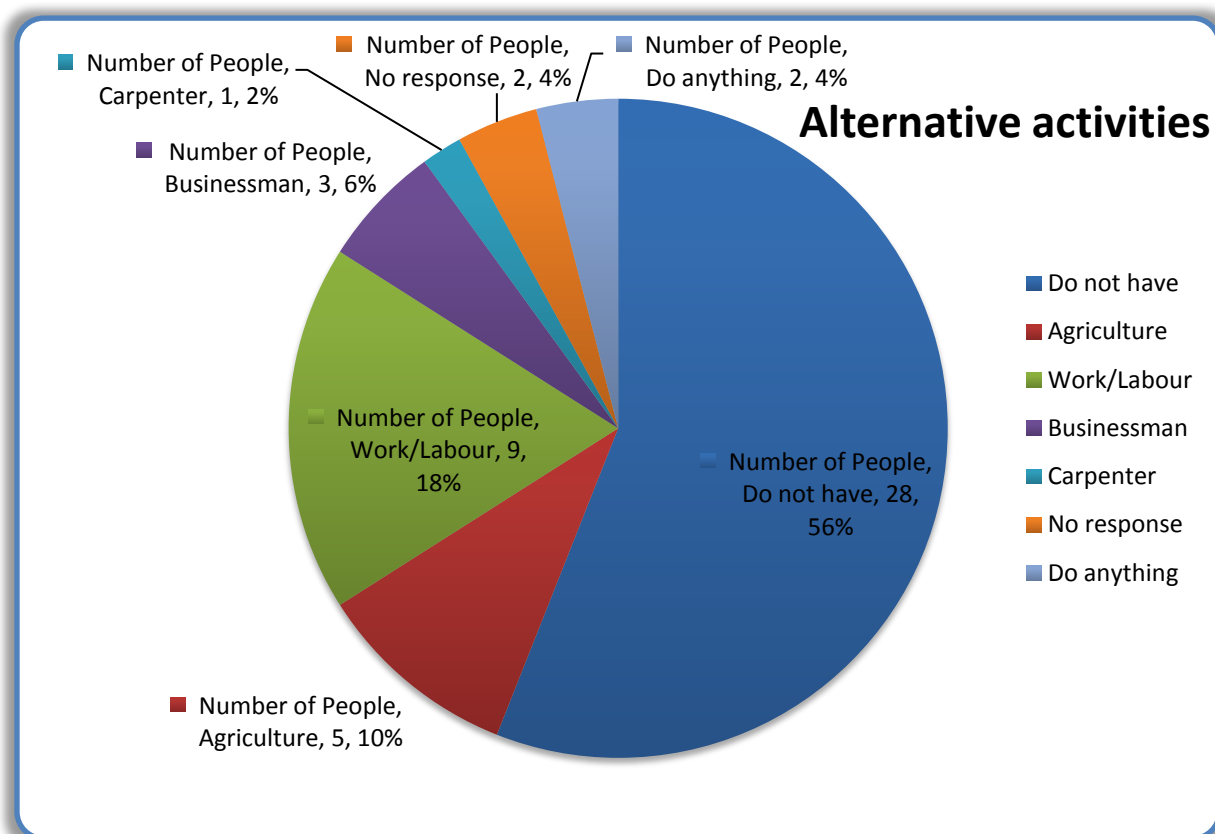


Figure 9: Alternative income generating activities of the interviewed fishers

3.4. Other research data

3.4.1. The Vilanculo District Tourism Master plan (VDTMP)

EcoAfrica Environmental Consultants worked in Vilanculo in 2009, to develop a District Tourism Master Plan. It considers many aspects of the socio-economic situation in Vilanculo, including cultural heritage. Some important issues and weaknesses as well as intervention areas proposed by the Tourism Master Plan have been taken into account in this document.

The District Tourism Master Plan has been useful for informing the development of this Development Plan in many key areas such as identifying people who own or manage businesses like restaurants and accommodation establishments, or operate dive schools and dhow safaris. Tourists visiting the town of Vilanculo were interviewed through a visitors' survey to understand: i) the views of the local people and how they would like to be involved in tourism; ii) what the establishments offered to the tourist; iii) how the establishment owners were involving local communities; and iv) how visitors in Vilanculo experience the district and the town.

The VDTMP document also informed the team and the fishers by identifying additional solutions and alternative livelihoods in the tourism area and promoting the great tourism potential in Vilanculo and growth opportunities for the industry.

3.4.2. Involvement of the local community in the tourism industry

Tourism in Vilanculo is one of the most viable sources of income for the Vilanculo's community. Meetings with other stakeholders yielded some ideas regarding the involvement of the community in different areas of the tourism industry. One option is to put the community in contact with different partners that can help them to develop activities which may attract tourists and generate income. One such partner could be African Encounters who are working in Vilanculo on several activities, one of which is a community English teaching project. African Encounters is currently teaching pre-school children between 3-6 years old as well as adults in two evening classes per week at Café Edsons. They have been in Vilanculo for 3.5 years and are not an NGO but a voluntary organisation.

African Encounters organises so-called voluntary tourism, whereby people pay a fee to visit Vilanculo and get involved in various projects. The amount volunteers pay covers their expenses such as accommodation, transport etc. while in Vilanculo. The volunteers are involved in various projects like visiting the nearby orphanage, building houses to support the elderly and disabled and teaching in the English training courses. For individual support initiatives such as building houses, African Encounters goes to the community to find out from them who is in most need of the support and assists the people that are identified.

African Encounters could be involved in the DLIST project and support the fishing community in Vilanculo by encouraging the volunteers to join fishing trips or sun-set cruises with the fishers. It was discussed that such ideas have potential, but insurance, licenses and safety for the tourists present a problem. The fishers would first have to upgrade their boats in order to be able to be involved in the tourism industry. It was suggested that the Fishers' Association may be able to assist by providing high quality boats, however, this idea will have to be discussed between the members of the Association, the DLIST team and African Encounters.

Another way to involve the community in the tourism industry is to re-introduce game to a bush area and establish a community-based game park. It could either be a community managed Game Park or simply a small "animal park" for children which could be established near one of the lakes and tourists could visit when trips to the island or other water sport activities are not possible due to bad weather. There are currently no alternative activities for tourists in the area and additional attractions help to boost the tourist industry.

3.4.3. Improvements to the fishing industry

Vilanculo was once known as a place where people could find the best fish in the area. Fishers had very high catches which they could sell it and also use it at home. In recent days, the catch has decreased substantially and fishers are now unable to generate a good income from fishing. The fishing industry is struggling due to low fish stocks. To improve the situation many things have to change. One important activity is to promote environmental education to highlight less destructive fishing methods. The reparation/rehabilitation of the harbour could provide a better market area for the marine products from Vilanculo. This improved harbour should ideally contain fish storage and freezing facilities and an increased number of ice factories.

3.4.4. Lake Fishing and tilapia farming in the river

Vilanculo is surrounded by a high number of fresh water lakes that can be used to increase livelihood options by developing fresh water fish farming. The major flooding event in 2000 introduced “fresh blood” to the existing tilapia species in two of these lakes through flooding of the river. In less than two years, the fish population increased substantially, with large size, healthy tilapia that could be fished in these lakes with nets. This process was natural, but could be repeated with some of the other lakes, where the current tilapia populations are highly in-bred, mutated and small. The natural tilapia fishing in the lakes has great potential to support a large portion of the fishers that currently engage in marine fisheries. This activity was discussed with the MARBAR Company who are already implementing community based projects promoting education and farming of small tilapia.

3.4.5. Collaboration with donors and established private sector

Donor organisations will find fertile ground in Vilanculo to advance the Millennium Development Goals (MDGs), better management of coastal and marine resources and poverty reduction. A small gathering of potential donors can be brought together including embassies and bilateral donors active in the country. The task of drawing up a list of donors can be given to the team at the University of Eduardo Mondlane so contact can be direct rather than through consultants. The private sector could also be brought together in the same gathering to improve collaborations and find synergies among them.

The engagement of the established private sector in the Plan such as GAPI, can boost its implementation enormously. The private sector can contribute technical know-how, provide opportunities associated with their own establishments and operations, and may be willing to make targeted funding available if a concrete benefit from such an investment can be identified.

Section 4 - Strategy and Implementation Plan

4.1. Developing a Strategy

The development of this document followed the established LED Plan methodology, which puts the interest of the community at centre stage. The LED methodology typically has three stages (see Figure 12).

Stage One: A list of issues were generated through socio-economic surveys, public meetings, engagement with different stakeholders and community-based associations, ad hoc discussions with the local inhabitants and assorted parties and visioning exercises (see section 4.2). The issues are explained in further detail throughout the document. In most cases, participants make suggestions, some of which are very relevant while others are unrealistic (at least in the foreseeable future). All suggestions were nonetheless, treated with respect considering the community is best acquainted with local circumstances.

Community members define the ground level agenda that must then be carried upstream through the Development Plan.

Stage Two: The issues are studied and main areas of intervention are identified based on the needs and aspirations (issues) of the people and their ideas for solutions, as well as expert input. Interventions are defined to address the different issues. An area of intervention may address several issues, while one issue can also be addressed by different interventions. The interventions typically address the questions: ‘What needs to happen to achieve a satisfactory solution to this/these issues(s)?’, or ‘What mechanism(s) can be put in place to make things better in the fastest and most economic manner?’ Nineteen areas of intervention were identified (see section 4.3).

Stage Three: Once the areas of intervention are identified, the Strategy and Implementation Plan (SIP) can be elaborated. A series of steps are presented for each area of intervention, together with ballpark budgeting and an indication of drivers that should be engaged in the implementation of the Development Plan. Areas of intervention are also linked to a 1-year, 5-year and 10-year timeframe. The SIP needs to be simple, and outlined in simple language so that the different components and their relationship to one another, are easily understood.

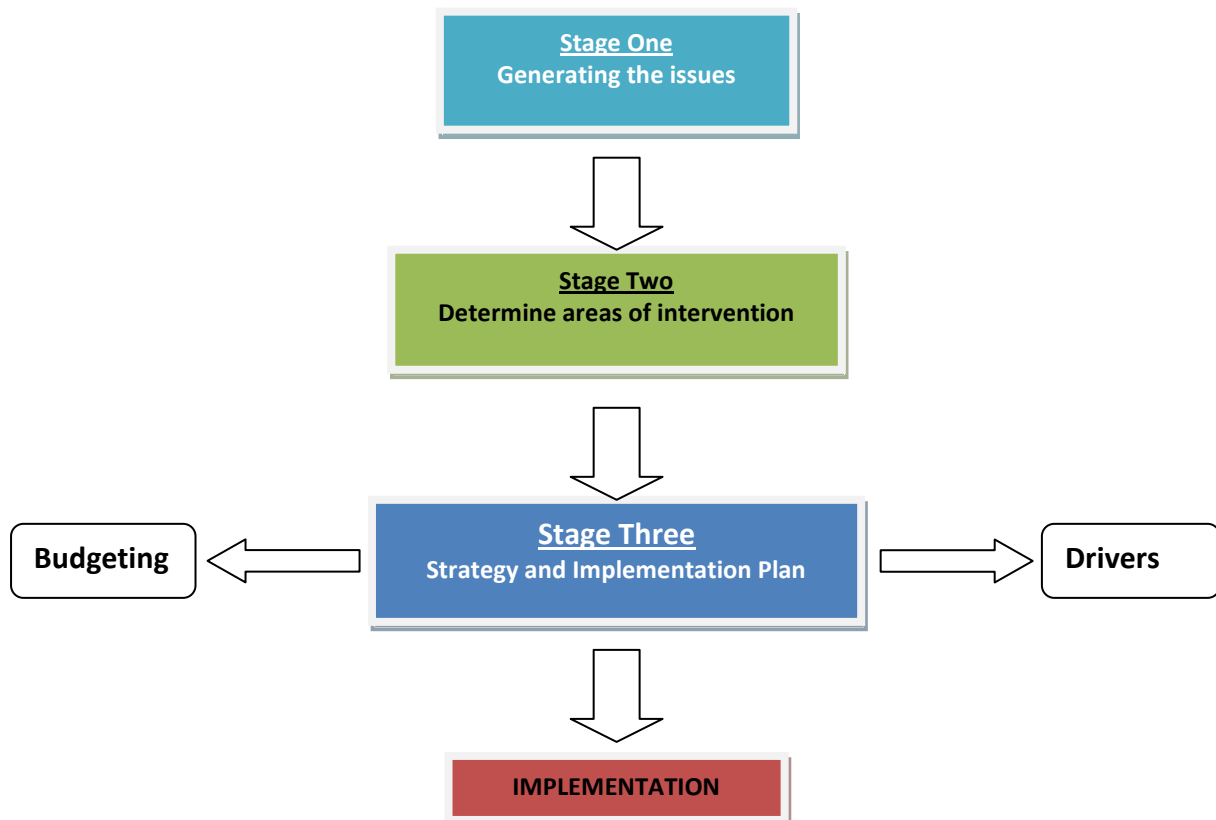


Figure 10: Stages to develop a strategy

4.2. List of issues

Information on weaknesses/issues and opportunities were collected during the individual interviews as well as in group discussions with different stakeholders. Eleven main issues were identified and are listed below:

Development Plan for the Fishing Community in Vilanculo, 2011

1. Inadequate marine resources in the sea, leading to a lack of income for the fishing community;
2. Few reliable alternative livelihoods. Most of the fishers have small plots for farming, but with irregular rainfall and an increase in cyclone events along with poor soil quality – the farms can no longer sustain the fishers and their families during the periods when net fishing is banned. Many of the artisanal fishers complain that they have no other alternative income generating activities;
3. Inadequate funding for better boats, improved fishing gear or for starting up businesses and alternative livelihoods;
4. Lack of basic education and training in other skills. Many of the fishers express a wish to get more education about the marine ecology to understand the effects of what people from the outside refer to as “destructive fishing methods”. Fishers highlight a lack of funds to develop other skills through education or training;
5. Weak law enforcement for compliance with licensing, enforcing closed periods and maintaining correct net mesh sizes. Many conflicts still exist between the maritime police and the fishers and there is poor understanding between the different Ministries on issues related to law enforcement;
6. The small and picturesque harbour in Vilanculo town is currently unsuitable for fishing and tourism. It is used mainly by fishers who have an historical right to the use of the Port, but is in poor condition. The reinforced concrete breakwater pier is severely eroded and is unsafe. The limitations of the facility frequently lead to conflict between users. The pier needs to be replaced with a quay that provides greater opportunity for use of the Port for tourist and goods transportation, as well as fishing boats. This includes cold storage facilities for fish;
7. The prime land along the sea front of Vilanculo town, the Marginal (beach front), is degraded due to damage from storm surges associated with previous cyclone events. This area is well connected to the town and to the islands and holds the potential to become the primary tourist attraction in Vilanculo. Public investment in infrastructure is needed to catalyse a process of regeneration through a partnership between the public sector, existing land rights holders, establishment operators, new investors and local SMMEs;
8. Lack of public infrastructure such as adequate roads, public toilets, lighting, benches and kiosks on the public beaches and clean, safe public areas.
9. Vilanculo’s marketing image is dominated by the Bazaruto Archipelago. The mainland offers a different set of attractions and style of infrastructure to the islands and is not yet well established as a destination in its own right. The town needs a marketing strategy that highlights its unique qualities and competitiveness, and that makes the area’s products more accessible. The marketing strategy needs to keep pace with

tourism product development and build an image incrementally over time to align the image and visitor experience;

10. Limited English language skills are an obstacle to the ability of local communities to engage with tourists or achieve management or front-of-house employment positions in tourism establishments. No permanent tourism training institutions exist in the area. There is a need for vocational training in the hospitality trades, English language courses, tourism awareness and guiding classes. There is also a need for a national training facility for marine conservation officers and Vilanculo is an ideal location for this; and
11. Lack of local involvement in the tourism industry.

4.3. Investment Options

4.3.1. Areas of Intervention

1. Develop Tilapia farming

Fresh water lake and river fishing, along with low-tech tilapia farming seems to have great potential for reducing the pressure on the marine fishing in Vilanculo. This activity was discussed with the MARBAR Company who is already promoting community based projects for teaching and tilapia farming (this involves fishing for small tilapia in the river and feeding them in cages until they are large enough to be sold). The idea of fish farming is to maintain it on a very low-tech scale which is totally based on the existing resource with minimum addition of inputs or food. The only technical materials needed are good cages, both for catching the small tilapia in the river and larger cages for keeping the fish in while they grow. The river provides enough fresh water and the potential for growing tilapia in this area is enormous.

2. Re-introduce tilapia in the lakes

The re-introduction of a new “fresh” gene pool to the existing tilapia populations in the numerous small lakes around Vilanculo is another option related to tilapia and fresh water fishing. This happened naturally to two of the lakes when the river flooded in 2000 and the existing tilapia populations were supplemented by new individuals entering the gene pool from the river. The fish population subsequently expanded significantly, with large size, healthy tilapia. This supplementation of the gene pool could be repeated with some of the other lakes where the current tilapia populations are highly in-bred, mutated and small. The natural tilapia fishing in the lakes has great potential to support a large portion of the fishers that currently engage in the marine fisheries.

3. Introduce sustainable fishing methods

More sustainable fishing methods in the marine fisheries could reduce the pressure on the resources further. One of the “quick-win” methods is to allow only cages for crab fishing which mainly targets the blue swimming crab. The current fishing method include spears and even drag nets, resulting in catches of crabs of all sizes including female crabs with eggs. Allowing only fishing with cages would improve enforcement of rules on

minimum size and reproductive females. A number of international companies and NGOs are involved in this type of sustainable crab fishing initiatives and many are willing to assist by sharing lessons learned and giving input on how traps can be locally produced.

4. Strengthen law enforcement

Stricter law enforcement would minimise the use of illegal and destructive gear and ensure that the no-fishing periods and zones inside the National Marine Park and around the Sanctuary, are respected to allow the marine life chance to recover. The issue of illegal long liner vessels operating during night is an important issue that must be addressed on a national level. From Vilanculo it has been reported that the illegal long liner ships are very aggressive and use weapons to scare off any approaching local boats, despite the involvement of the marine police and the military. Rumours suggest that the long liners have purposely sunk local boats and crews out at sea, to avoid being reported to the local authorities.

5. Improve the fishing licensing system

Improved licensing is essential for effective management of the resources according fish stock assessments. Currently no limit exists on the number of licenses allocated. Anyone who has the right gear and who has access to a boat can receive a license. The weak linkages between the authorities allocating the fish licenses and those carrying out research and assessments on the fish stocks must be improved. The licensing authority must limit the number of licenses given for each type of fishing, to maintain the carrying capacity of the available fish stocks. While this has been tried before on a national level and has proven to be very difficult for political reasons, it may still be relevant for Vilanculo. A demonstration site system could be introduced where the fishers, the fish stock research institute and the licensing authority collaborate on identifying a sustainable way to limit the number of licenses for the long term benefit of all fishers.

6. Ban net fishing

Some residents in Vilanculo suggested a total ban on all net fishing in the bay and around the islands to allow for recovery of the fish stocks. A 6-month prohibition on net fishing may result in significant recovery of the fish populations improving the viability of net fishing. The mesh size and method of nets fishing should also be regulated to minimize destructive fishing. Options should be identified to prohibit net fishing in certain areas for a certain time period.

7. Extend fishing closure period

Extension of the existing net fishing closure period to up to 6 months by the fishers will promote the breeding and development of the fish.

8. Develop artificial reefs

An artificial reef was established over 5 years ago in the southern marine area, near Chibuene. This reef has become very rich in marine life and if it is designated as a no fishing zone, it would function as a nursery and breeding area for all the fish in the lagoon. The reef is however, currently disturbed by fishers dragging their nets over the reef on daily basis, preventing the fish populations from recovering. One option that could bring benefits to the local fishers as well as tourist operators would be to introduce

more artificial reefs in the channels in the lagoon. This would contribute to increased fish populations in the area and if the reefs are placed strategically, some could be used for fishing, while others could be established primarily to provide “protected” no-take nursery sites for improving fish populations.

9. Promote cashew nut production

Cashew nut trees are prevalent in Vilanculo and with small amounts of additional care during the growing period, the nut yield would be of much higher quality and could then be processed to generate good income to the community. The University of Eduardo Mondlane have established a cashew nut farm where different types of fertilisers are tested to improve the nut yield. This initiative could easily be expanded to involve the local communities and to enhance the cashew nut production in the area. If the farming activities were supplemented with skills training and resources for roasting, processing, packaging, and marketing the nuts, a very attractive product could be created locally for sale to the market and to local hotels for consumption by tourists to Vilanculo.

10. Support animal husbandry

Animal farming was identified as a possible alternative livelihood option for the fishers, and could be promoted in the Vilanculo area with few additional inputs. Depending on the kind of animal farming, the fishers would need training and assistance with the initial investment as a type of micro finance loan. There is a good market in Vilanculo for chicken, eggs and pink pork meat. The introduction of game to the area around Vilanculo was also suggested and is discussed further in point 18 below.

11. Support potato farming

Many of the interviewees believed that agriculture is not a viable business in Vilanculo as the soil is too sandy and very dry. Nonetheless, some stakeholders suggested that in-depth research be undertaken for cultures that are productive in such soils. The Mayor of Vilanculo, Mr. Sulemane, mentioned that he had previously established a successful potato farm, and had tried to assist some community members to replicate with varying success. Mr. Sulemane believes that it is a culture with great market potential as potato is a staple product and can be exported to surrounding areas where potato has a very high rate of consumption. This may also allow farmers to obtain greater income from their products.

12. Establish a cooking and tourism services school

One of the APV members, Mr. Faz Bem, had attempted to establish a cooking and tourism services school in Vilanculo, to boost the skills of local community members for the tourism industry. Implementation was however, prevented by a lack of financial support. Implementation of such initiatives would greatly assist the people of Vilanculo to become more involved in the tourism industry. This type of training should be encouraged and promoted within the community and among relevant tourism stakeholders such as the Tourism Forum.

13. Provide environmental education

To improve the sustainability of fishing and promote alternative livelihood activities, it is essential for all initiatives to be combined with basic environmental education and

training in financial management. Many training initiatives already exist but they appear to be hampered by a lack of general environmental and financial management awareness. One option is to combine fishing license allocations with a compulsory course in basic marine ecology, the consequences of destructive fishing methods and sustainable fishing methods. Such training is similar to the compulsory training required before obtaining a drivers license and both fishers and educational initiatives would benefit.

14. Improve the Vilanculo Cultural Centre

The Vilanculo Cultural Centre currently has a computer room, a library and a TV room. The Centre could be improved to support training for young people in cultural activities such as dancing or singing; to host more cultural activities; and to attract tourists to assist these cultural activities. The space in front of the Cultural Centre which is currently used by some artisans to market their craft, could be improved to host other artisans, and to support training of young people on creating arts and crafts. This could also provide an opportunity for promoting the use of local materials and the culture of offering local products to tourists.

15. Support graduates of FDC Technical Institute

A free Technical Institute established by FDC, in the Chibuene area of Vilanculo successfully graduated their first group in December 2010. The key challenge for graduates is access to finances to start their own business. Many fishers believe that further education is of no value as they will end up going back to the sea. Support is needed to assist people to start their own business and develop the culture of self-employment, and thereby encourage others to realise the same opportunities to develop their skills.

16. Improve infrastructure

Limited infrastructure is an impediment to economic growth and improved quality of life. The infrastructure needs identified by the community members could create a positive feel and improve the environment in Vilanculo.

17. Develop a marketing strategy for Vilanculo

Successful tourism marketing in Vilanculo will attract more visitors and entice them to stay longer. This will increase tourism spending in the district and will support other interventions aimed at local income generation, employment creation and increased spread of economic benefits from tourism to the local economy. The marketing strategy should reflect the vision of Vilanculo's tourism stakeholders. Small niche markets are visible through advertisements in activity-focused magazines and internet blogs (fishing, 4x4 communities). Mainland establishments rely heavily on walk-in patronage. A recently established website, www.vilanculo.com is managed by the local Tourism Information Office and funded by a private sector Tourism Forum. The website has made a good start in providing information on the diversity of attractions on offer and is supported by a reservations service. A co-ordinated marketing strategy is now needed to highlight the unique attractions and competitive advantages of the District. The marketing strategy

should include a business plan for the sustainable operation of the Vilanculo Tourism Information office to support implementation of the marketing strategy¹¹.

18. Establish a Game Park

The re-introduction of game and establishment of community based tourism was raised as a potential intervention. The game park could be managed by a group of former fishers and could either be developed as a community-managed Game Park for tourism and/or hunting or a small “animal park” for children. Such a small park could be established near one of the lakes for tourists to visit on days when trips to the island or other water sports activities are not offered due to bad weather. There are currently few alternative activities for tourists in this area and such a destination may provide a valuable addition. The vegetation around Vilanculo is reportedly very suitable for game. Few input would therefore, be needed as game is generally more tolerant than cattle or other livestock to disease. The small scale “animal park” for children could be established as an initial endeavour and if it successfully attracts tourists and income to the local community, it could later be expanded to a bigger game area.

19. Support small business development

In Vilanculo there is a common practice called Xitique that operates in a similar way to the bank. Xitique involves a group of people who give money to a committee (a small group chosen by the members themselves), which keeps the money in a locked box. People can borrow money from the box when funds are needed for an investment or a business-related purpose. The money is paid back at a later stage. People ordinarily borrow money to buy fish, boats, or other materials to work or sell. One of the facilitators of these groups, Ms Alice has been facilitating this for over 17 years and believes this system works very well. Ms Alice facilitates several groups in Vilanculo and explained that women borrow the money to buy fish at the beach to sell in the market, to buy clothes in other cities and sell in Vilanculo, or sometimes to pay for medical costs. Ms Alice purchases bread in a bakery to sell in the Mucoque Market. The bakery owner gave her a box where she keeps the bread in good condition. Ms Alice believes that with some support, she could start her own bakery together with other women who want to produce bread. Initiatives like a bakery, a laundry shop, or any other small business can boost self employment in Vilanculo significantly.

4.4. Implementation Plan

A plan for implementation of the recommended activities along with a preliminary budget is outlined in Table 2 below. The draft plan and associated budget will have to be refined and more detailed business plans developed for each intervention, before implementation. To develop business plans, more consultation with stakeholders, government ministries, the private sector and donors will be needed.

¹¹VDTMP, 2009

Table 2 Key:



Budget Notes:

Costs are provided in US dollars. The budget is indicative only, and should be refined in collaboration with stakeholders for each intervention such as government ministries, the interested private sector and donors. The symbols below provide an indication of parties that may be involved in specific line items, either in providing funding or services.

- The reference to “No costs” indicates services that can be provided by government entities or the cost is not a large amount;
- The reference to “Unknown” indicates items that can possibly be funded by donors or depends on the type of project, size of groups etc.; and
- The reference to “+” indicates possible involvement of consultants or private sector.

Table 2: The Implementation Plan and Indicative Budget

Areas of intervention	Issues targeted	Steps	Relevant Parties	Cost (in US dollars)
1	1,2,4,10	1. Establish associations 2. Get permits for fishing in the lakes 3. Train fishers in fresh water fishery 4. Build fish cages and obtain equipment	Ministry of Fisheries, Inaqua, MARBAR, Fishers	1. Unknown 2. Unknown 3. Unknown 4. Unknown
2	1,2,4,10	1. Get permits 2. Train fishers 3. Get equipment	Ministry of Fisheries, Inaqua, MARBAR, Fishers	1. No costs 2. 2,000 3. 1,000
3	1,4,5	1. Get permits to use cages 2. Get cages 3. Train fishers in crab fishing using cages 4. Promote environmental education and sustainable fishery campaigns	Ministry of Fisheries, private sector, Sustainable Fisheries Partnership (SFP)	1. No costs 2. 2,000 3. Unknown 4. Unknown ⁺
4	1,5	1. Find funding for financial support for the CCF and the Maritime Police to improve their equipment	Ministry of Fisheries, Ministry of Transports and Communication,	1. Unknown ⁺

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			CCF	
5	1,5	<ol style="list-style-type: none"> Undertake research on marine resource stocks Discuss fishing license quotas related to available stock assessment information Negotiate with relevant Ministries and fishers associations to improve linkages Regulate the fish license system according to stock assessment 	Ministry of Fisheries, UEM	<ol style="list-style-type: none"> Unknown⁺ No costs No costs No costs
6	1,5	<ol style="list-style-type: none"> Introduce alternative fishing methods Environmental and sustainable fishery education Strengthen law enforcement Discuss with fishing association and CCF on how a ban on net fishing can be achieved and in which areas to start 	Ministry of Fisheries, CCF, Maritime Police, Fishing association	<ol style="list-style-type: none"> Unknown⁺ Unknown⁺ Unknown⁺ No costs
7	1	<ol style="list-style-type: none"> Find alternative livelihoods for the fishing closure period Increase law enforcement Environmental education 	Ministry of Fisheries, CCF, Maritime Police, Fishing association	<ol style="list-style-type: none"> Unknown⁺ Unknown⁺ 5,000
8	1,2	<ol style="list-style-type: none"> Consult the fishers Conceptualize and design a proposal, including research for suitable locations and materials Get permits to build artificial reefs Promote awareness-raising campaigns 	Ministry of Fisheries, APV, CCF, Private sector, donors	<ol style="list-style-type: none"> No costs 5,000 No costs 3,000
9	2,4	<ol style="list-style-type: none"> Establish associations Research suitable locations Develop a business plan Get permits for production and land access Train associations in agricultural techniques, processing and business management 	Ministry of Agriculture, Municipality, Local community	<ol style="list-style-type: none"> Unknown⁺ Unknown⁺ Unknown⁺ No costs Unknown⁺
10	2,4	<ol style="list-style-type: none"> Research suitability of animals Research market availability Research farming and land access permits 	Ministry of Agriculture, Municipality, Gapi, KUKULA, Care	<ol style="list-style-type: none"> Unknown⁺ Unknown⁺ Unknown⁺

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		<ol style="list-style-type: none"> 4. Undertake feasibility study 5. Train people in farming and business management 		<ol style="list-style-type: none"> 4. 10,000 5. Unknown⁺
11	2,4	<ol style="list-style-type: none"> 1. Research on land access 2. Feasibility study 3. market Research 4. Train people in farming and business management 	Ministry of Agriculture, Municipality, Gapi, KUKULA	<ol style="list-style-type: none"> 1. Unknown⁺ 2. 10,000 3. Unknown⁺ 4. Unknown⁺
12	4	<ol style="list-style-type: none"> 1. Develop a business plan including a suitable location 2. Get permit 3. Promote the project within the community and the tourism forum 	Municipality, Local community, Tourism forum, UEM – Hotelary Institue, donors, Mr. Faz Bem	<ol style="list-style-type: none"> 1. 2,000 2. No costs 3. Unknown⁺
13	1,4,5	<ol style="list-style-type: none"> 1. Design and promote an education program 	Ministry of Education, Ministry for Coordination of Environmental Affairs, Local Radio, Fishers	<ol style="list-style-type: none"> 1. 3,000
14	4	<ol style="list-style-type: none"> 1. Develop a proposal to support the cultural centre¹² 	Donors, Municipality, Tourism Forum	<ol style="list-style-type: none"> 1. 30,000
15	2,3,4	<ol style="list-style-type: none"> 1. Investigate funding to financially support the graduates of the FDC Institute 2. Encourage people to develop a self-employment culture 3. Train people on financial management 	FDC, GAPI, Municipality, Tourism Forum	<ol style="list-style-type: none"> 1. Unknown⁺ 2. 1,000 3. 5,000
16	6,7,10	<ol style="list-style-type: none"> 1. Modify the harbour for use for fishery and tourism purposes 2. Improve the road in the marginal 3. Improve the village roads 4. Provide toilets, lighting, benches and a kiosk on the public beaches 5. Ensure that public areas are clean and safe by developing cleaning services 	Municipality, Ministry of Public Works and Housing	<ol style="list-style-type: none"> 1. Unknown⁺ 2. Unknown⁺ 3. Unknown⁺ 4. 20,000 5. Unknown⁺

¹² The Cultural Centre could be developed with books, internet and other development such as improve the space for tourist to enjoy the local culture such as dancing, singing and other activities and encourage people to develop their skills in local art craft

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17 ¹³	8	<ol style="list-style-type: none"> 1. Establish a partnership and funding commitments for sustainable operation of the Vilanculo Tourism Information office 2. Engage a marketing specialist / tourism professional to manage the Tourism Information Office 3. Establish a Tourism Information booth at the Airport 4. Maintain tourism information database 5. Provide walk-in tourists with information on tourism attractions, routes, hotels, tours, transport etc. 6. Facilitate brainstorming sessions with tourism stakeholders and operators to elaborate the vision for tourism development in Vilanculo 	Ministry of Tourism, Tourism Forum, Municipality, Tourism Operators	<ol style="list-style-type: none"> 1. Unknown⁺ 2. 3,000 3. 1,000 4. 1,000 5. 2,000 6. 2,000
18	2,11	<ol style="list-style-type: none"> 1. Establish an association 2. Create a link between the association and the private sector 3. Develop a business plan 4. Get permit and land access 5. Train association members 6. Establish the game park 	Ministry of Agriculture, Private sector, GAPI, Municipality, Ministry of Tourism	<ol style="list-style-type: none"> 1. Unknown⁺ 2. Unknown⁺ 3. 5,000 4. No costs 5. Unknown⁺ 6. Unknown¹⁴
19	2,4	<ol style="list-style-type: none"> 1. Encourage people to create interest group 2. Encourage people to develop small projects for business 3. Give financial support 4. Give technical support and business management training 5. Monitor the initial phase of the project 	Municipality, GAPI, private sector, Ministry of Industry and Trade	<ol style="list-style-type: none"> 1. No costs 2. No costs 3. Unknown 4. Unknown 5. Unknown

¹³ All the steps in this number, and others can be seen in the Vilanculo District Tourism Master Plan

¹⁴ It depends on the species, number of animals, from where they are coming, specialist hire, etc.

4.4. SWOT Analysis

An assessment was done during consultation with the stakeholders, of the analysis of strengths, weaknesses, opportunities and threats for development of alternative livelihoods for the Vilanculo fishers Table 3 below provides an outline of this SWOT analysis.

Table 3: A SWOT Analysis for the alternative livelihoods for the fishers in Vilanculo

Alternative Livelihood	Strength	Weakness	Opportunities	Threats	Intervention
Tourism	Beautiful landscape Rich biodiversity Close to the airport Available labour Community needs it	Poor infrastructure Unskilled potential operators/business people Lack of capital to start small businesses Lack of training facilities Lack of supporting tourism facilities	Community interest Available labour Young community that is really interested in developing their skills and improving their education levels	Lack of trained community members Improper development Poor roads Poaching/ Over-use of resources Poor law enforcement	Availability of capital for boats Creation of links with known tourism operators such as Dhow Safari, Dive Bazaruto Improve marketing Upgrading of municipal public facilities and service contracts for maintenance Road upgrade DLIST training and service hub Effective control of resource use Creation of an effective local tourism development agency
Aquaculture	High number of lakes around the village	Lack of knowledge on methodology Lack of funding Lack of	Tilapia farming Tilapia can be sold in surrounding villages in the interior areas	Lack of knowledge Inadequate market in Vilanculo for this type of fish	Give training and support to develop aquaculture

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		identified market	Tilapia is easy to feed and do not require much care		
Business	<p>Known community needs</p> <p>Potential of increased tourism visitors</p>	<p>Relatively small customer base</p> <p>Low average income in community</p> <p>Experience and understanding of business principles</p>	<p>Tourism facilities</p> <p>Internet Cafe</p> <p>Schools for cooking and tourism services</p> <p>Tourism support services</p> <p>Art craft shops</p>	<p>Lack of interest</p> <p>Lack of training and skills</p> <p>Poor roads</p> <p>Inadequate tourism facilities</p>	<p>Training principles and “tricks of the trade” through DLIST</p> <p>Business plan concepts and operations training</p>
Conservation	<p>Local environment relatively undisturbed</p> <p>High biodiversity</p> <p>Sea, beach</p> <p>Community willingness to conserve</p> <p>Marine Park</p>	<p>Ineffective law enforcement</p> <p>Multiple ministries involved</p> <p>Lack of effective equipment</p>	<p>Possible local conservation area</p> <p>Environmental education at schools during normal school holidays</p> <p>Involve local subsistence fishers as conservation support</p>	<p>Overpopulation</p> <p>Poaching/ overfishing</p> <p>Lack of effective law enforcement</p>	<p>Specialist training of conservation staff</p> <p>Maintain the current marine park</p> <p>Environmental education</p>

Section 5 – Guidelines for Local Economic Development

The following guidelines aim to foster cooperation between the different parties (community, private sectors, government, donors, etc.), in boosting local economic development. Worldwide, LED and development guidelines are scattered through many documents and initiatives as the following documents show:

1. Tourism and Local Economic Development (see: <http://www.pptpartnership.org>)
2. National Responsible Tourism Guidelines for South Africa (see: www.icrt.org)
3. Local Economic Development Guidelines (see: www.owda.org)

For Vilanculo the following guidelines are proposed. These guidelines can be broadly applied to: i) assess applications for operating businesses or tourism operations in Vilanculo; ii) as assess applications for other developments; and iii) guide government or donor funding.

5.1. Training, human resource development and community engagement:

1. Developments should source a large portion of their workforce from Vilanculo. While it may not be possible to source all staff for all skill levels from Vilanculo, as much labour as possible should be sourced from Vilanculo. For unskilled, or semi-skilled labour, a benchmark of 75% of the total labour force would be considered excellent, and for skilled labour 10% may be considered excellent, provided the establishment has a strong capacity building programme in place (see point d. and e. below);
2. While it may not be possible to legislate for percentages, developers should at least be encouraged to include such labour-related figures in their proposals as far as possible;
3. Monitoring systems should be included in development applications and operating licenses. Monitoring should be done annually by the site office. Non-compliance in terms of socio-economic undertakings should result in the review of a license (it should not be summarily revoked). The developer/operator should be given the opportunity to explain the lack of adherence to their commitments to a committee of relevant government ministries. Mutual exploration on how to remedy such situations will be encouraged;
4. The large tourism establishments should be encouraged to assist aspiring community members to develop skills, either by providing scholarships to formal training institutions or through the establishment of in-house training programmes. In terms of supporting the LED Plan, the ultimate goal for every establishment is to commit resources to improve knowledge, skills and human resource base in Vilanculo as a whole; and
5. Established tourism enterprises are encouraged to offer internships opportunities for students, in the field of tourism and hospitality, public relations, marine conservation, administration, amongst other relevant fields.

5.1.1. Promoting local businesses:

1. Local businesses should monitor the proportion of goods and services that the enterprise has sourced from businesses and producers located in Vilanculo and outlying regions, with a 20% target for improvement over five years. This may include provision of marine products, vegetables laundry services, and so on. Local communities or emergent entrepreneurs can also be assisted to develop their products for easier use by others and for marketing to tourists. Co-operation with other formal sector businesses should be encouraged to maximise benefits for local community enterprises. For example, a community laundry or tailoring business may only be viable if a group of enterprises commit to sourcing supplies there. The initiative should be showcased in terms of whether community projects are funded by tourism revenue to the enterprise, donations from tourists or tour operators, or funds from donor aid agencies. Customers should be given the opportunity to purchase locally produced crafts and curios. Targets should be set to increase the proportion of sales of goods sourced in the villages in, and near Vilanculo. Local craft workers should be assisted to develop new products to meet market demand as evidenced in the enterprise.

5.1.2. Equity:

1. The option of equity should be considered more explicitly in new tourism business applications in Vilanculo or Bazaruto. Business owned by local people should get priority when applying for opportunities and licenses, all else being equal. Large businesses should consider sharing equity after some time, even if only a few percentage points. Legislation promoting equity is common in countries such as Namibia and South Africa, but Mozambique needs to devise its own trajectory. While the developer or operator cannot be forced to comply with equity in terms of ownership, this would be a highly praiseworthy characteristic of any business, large or small, that aims to operate in Vilanculo; and
2. While shared equity in a free enterprise system cannot be enforced on owners, enterprises with some equity by local owners *may* be preferentially considered when operating licences are issued; however, rules should be drawn up to avoid 'fronting' whereby local people may be used by outsiders as front people in operations while real equity in fact does not exist.

5.1.3. Social responsibility:

1. Various government funds and schemes are in place to which businesses contribute in terms of Corporate Social Responsibility (CSR). Contributors to CSR may make propositions on how such funding may be spent locally to benefit both the developer and the local community. such funding may also be spent on the actions identified in the Local Economic Development (LED) Plan; and

2. In addition to required CSR contributions, the private sector should be encouraged to fund parts of the LED/Development Plan, particularly those sections that also benefit the developer or operator. For instance, implementation of Tilapia farming in the lakes or the establishment of a small game park, will benefit every tourism establishment in Vilanculo as well as the fishers and the community at large. The establishments should incorporate an active social responsibility strategy in their business models. Social responsibility could consider a formal partnership with a women's organisation from Vilanculo. Establishments should also consider supporting community projects, e.g. creating continuous bursary or scholarship funds, or sponsoring training from which their establishments will also benefit.

5.1.4. Government involvement and contributions:

1. Government can contribute to the community development in many ways. Targetted funding can be applied to priorities in the LED Plan. Government ministries can also mainstream many priorities in the Development Plan into their annual budgets or normal activities aimed at preserving the environment, stimulating economic growth, democratising the economy, and so forth. Ministries are encouraged to study and consider priorities listed in the Community Development Plan.

Community Development Planning is an exciting and positive approach that will require constant innovation through time, to adapt to unforeseen circumstances. Therefore the above guidelines should be considered a start that can be 'test driven'. All parties interested in contribution to this development plan should be encouraged to propose new guidelines that may fit their particular circumstances.

5.2. How to use the Community Development Plan and next steps

- a. Placing the Plan in an appropriate legal framework:
The Development Plan should be presented to the Ministries of: i) Fisheries; ii) Planning and Development; iii) Tourism; iv) Agriculture; iv) Education; and iv) Public Works and Housing. It is important to mainstream the Development Plan into existing plans for the region.
- b. Presentation to the community and other stakeholders:
A Development Plan can only be effective if it is widely known. It should first and foremost be made available to the local community in Portuguese and there should be no delay in its dissemination (while waiting for translation to be completed the English version should already be made available). The members of the fishing community should have a few copies of the Plan, the District Administration, the Mayor, GAPI and every relevant ministry should have a copy. Major donor organisations should also receive a copy. Copies of the Plan, or a shortened version of it, should be made available at a 'mini investors' conference' where the plan will be discussed.
- c. A Steering Committee should be selected to implement the Development Plan:

The Steering Committee (SC) should steer the implementation of the Plan together with the Village Municipality. The SC should have representation of the Fishers Association, the CCP, the Village Municipality and the Private Sector. The Mayor may appoint the Steering Committee.

d. Support for implementation:

Technical staff should be assigned to provide support to the implementation of the plan. Private sector support should be welcomed for certain aspects of the plan. A consultant may assist in the drawing up of the Logical Framework Analysis (LFA). During the development of the LFA, every action listed in the report and Strategy and Implementation Plan should be discussed, understood, and incorporated in the LFA table. Consultants can also be involved to develop complete business plans for the proposed interventions.

e. Monitoring and Evaluation (M&E):

Monitoring and Evaluation (M&E) is an essential component of implementation and has to be done by the appointed Steering Committee.

Appendix I, Vilanculo interview questions

QUESTIONS FOR INTERVIEWS

A) PERSONAL DETAILS

1. What is your name?
2. How old are you?
3. What is your education level?
4. How long have you lived here for?
5. How long have you been a fisher for?
6. What is/was your father's profession?
7. How many people depend on you?
8. Is the income you get from fishing sufficient? Yes [] No []
If, No. Why?
9. What other activities do you have?

B) LOCATION OF FISHING

10. Where do you fish?
11. Which places do you prefer to fish?
12. What types of ecosystems/species are available in this location?
13. What are the problems you encounter in the area where you fish?
14. Are there other fishers coming to fish here? Yes [] No []
If yes, Who are they?
- How many are they?
- Where are they from?
15. How many other boats are doing the same type of fishing in the same area?
16. Are there any conflicts? Yes [] No []
If yes, which?

C) METHOD AND GEAR

17. What kind of boat(s) do you use?
18. Do you own the boat(s) ? [] Yes [] No
How many Boats do you own?
19. Do you work alone or in group? [] Alone [] in group
If you work in group, how many people are there in your group?
20. What kind of gear and method do you use?
21. Is there any fishers association, cooperative or committee in this area?
Yes [] No []
22. Do you or any of the people in your group belong to this? Yes [] No []
23. What can help you to get more value for your fish?

D) CATCH ANALYSIS

24. What type of organisms do you fish?
25. Do you discard any organisms that you don't use? Yes [] No []
26. Do you sell the fish? Yes [] No []
If Yes, where?
27. How many kg do you catch and how many kg do you sell per day?.....
28. How much do you sell your fish for?.....
29. How do you keep/store your fish?

E) FISHING STOCK AND LIVELIHOOD

30. How do you compare the amount of fish you catch today with 5 years ago?

- 31. And 10 years ago?
- 32. What is the reason for the change?
- 33. What is the most common fish in this area?
- 34. How do you feel about conservation efforts in this area (for instance the national park)?
- 35. Are there other conservation efforts going on? Yes [] No []
If yes, which are they?
- 36. How has conservation efforts affected your livelihood?
- 37. Do you think management is necessary? Yes [] No []
- 38. How can management work?
- 39. What alternative activities could you do to create livelihood?
- 40. What do you do when you cannot fish (due to bad weather for instance)?
- 41. Would you like a fish market? Yes [] No []
What impacts would it brings?

F) CONSERVATION OF RESOURCES

- 42. Do you think marine conservation areas help?
Yes [] No []
- 43. Should there be more conservation areas or should the current one be opened to fishing?
Yes [] No []
- 44. Which areas would you like to fish and why?
- 45. Which areas do you think tourists like to visit?
- 46. Where do you think the fish breed?
- 47. Would you like to know more about the ecology of the systems (environmental education)?
Yes [] No []
- 48. Do you ever see a dugong? Yes [] No []
Do people still harvest dugongs? Yes [] No [] I don't now []
- 49. Do you ever see a turtle? Yes [] No []
Do people still harvest turtles? Yes [] No [] I don't now []

G) THREATS TO THE ENVIRONMENT

- 50. Are there threats to the environment? Yes [] No []
If yes, which are they?
- 51. Can you see changes in the environment? Yes [] No []
Which changes can you see?
- 52. How do these changed affect you?
- 53. How are these threats caused?

H) COMMUNICATION AND GOVERNANCE

- 54. How does information spread in your community?
- 55. Who brings the news?
- 56. Does anyone tell you what is going on in the sea?
- 57. And what is happening to the resources?
- 58. Are there any NGOs that bring you news? Yes [] No []
If yes, which?
- 59. Are there any organizations that assist the fishing community? Yes [] No []
If yes, which?
- 60. Did you ever get any assistance/support? Yes [] No []

If yes, from whom?

61. If you want to complain or report a problem, where do you go?
62. Do you communicate with marine resource managers, government officials and park managers regarding the state of the marine resources or other issues (what?)?
Yes [] No []
63. Do you have a say in how resources are managed?

