

Regional workshop

The rehabilitation of fisheries and aquaculture in coastal communities of tsunami affected countries in Asia





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28 February – 1 March 2005

Bangkok, Thailand

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PREPARATION OF THIS REPORT

This is the edited version of the report of the Regional Workshop on Rehabilitation of Fisheries and Aquaculture in Coastal Communities of Tsunami Affected Countries in Asia organized by a consortium of regional fisheries/aquaculture bodies (CONSRN) at the FAO Regional Office for Asia and the Pacific, Bangkok, Thailand on 28 February – 1 March 2005.

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ABSTRACT

This is the final report of the Regional Workshop on Rehabilitation of Fisheries and Aquaculture in Coastal Communities of Tsunami Affected Countries in Asia held in Bangkok, Thailand from 28 February to 1 March 2005. Major topics discussed were: introduction to workshop and regional strategic framework; country priorities for rehabilitation; the rehabilitation vision and guiding principles; rehabilitation strategies; aligning donors/agencies/countries to strategies and the workshop recommendations.

Distribution:

Participants in the Workshop
CONSRN members
Donor agencies
Other interested international organizations

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1. OPENING SESSION OF THE MEETING

The regional workshop on **Rehabilitation of Fisheries and Aquaculture in Coastal Communities of Tsunami Affected Countries in Asia** was organized by a consortium of regional fisheries/aquaculture bodies (CONSRN¹) and was hosted by FAO at its Regional Office for Asia and the Pacific, Bangkok, Thailand on the 28 February and 1 March 2005. The meeting was attended by 53 participants including representatives from six of the tsunami affected countries and participants from the CONSRN consortium, donor agencies and non-governmental organizations (NGOs). A full list of participants is attached as Appendix B.

The workshop was opened by Mr He Changchui, Assistant Director-General and Regional Representative, FAO Regional Office for Asia and the Pacific, Bangkok. He outlined some of the human and economic impacts of the Asian tsunami and expressed deep condolences to those affected by the disaster.

He described how the consortium of CONSRN was formed in the aftermath of the tsunami and the importance of its coordination role in supporting the rehabilitation work to be undertaken by the partners and countries. He described how these organizations had responded quickly to the disaster and how FAO had rapidly mobilized teams of national and international experts to assist with the relief operations. These teams had confirmed that the fisheries sector was the hardest hit by the tsunami. He also described how rehabilitation must consider people's livelihoods and food security and should be linked to other sectors, such as agriculture, whilst still ensuring restoration of biodiversity. The importance of early warning systems, rehabilitation of salt affected soils and repairs to infrastructure were also highlighted.

In his address he further outlined how FAO had collaborated in the coordination efforts of the UN and the role undertaken by FAO in relation to the initial relief and damage assessment stage of operations. He then described how, as the operations moved into the long-term rehabilitation and reconstruction process, it was important to have a shared vision of a sustainable approach to reconstruction and an agreed "blueprint" for what we were attempting to build. He highlighted how this vision must be based on restoring the livelihoods of those affected and include sustainable management of the natural resource base, such as coral reefs, mangrove forests and associated fisheries. He pledged FAO's willingness to work with partners during future rehabilitation and in addressing the challenges that lay ahead.

In describing the objective of the workshop he emphasised the importance of developing a regional strategy together with a programme framework for long-term rehabilitation and sustainable development of fisheries and aquaculture in all affected countries.

In closing, he expressed his confidence that the objectives of the workshop would be achieved and how the expertise present in this workshop would provide a firm footing to build this strategy for rehabilitation as well as for sound project formulation and targeting of interested donors. He then declared the workshop open.

The opening statement is attached in Appendix D.

¹ Consortium to restore shattered livelihoods of communities in tsunami affected nations (CONSRN). See concept note attached in Appendix E. The consortium comprises the Bay of Bengal Programme Inter-Governmental Organisation (BOBP-IGO), Food and Agriculture Organization of the United Nations (FAO), Network of Aquaculture Centres in Asia-Pacific (NACA), Southeast Asian Fisheries Development Centers (SEAFDEC) and the WorldFish Center (WorldFish).

2. ELECTION OF CHAIRPERSON

Mr Ajay Bhattacharya (Joint Secretary (Fisheries) Department of Animal Husbandry and Dairying, Ministry of Agriculture, New Delhi, India) was elected chairperson of the meeting.

3. ADOPTION OF THE AGENDA

The meeting adopted the Agenda and timetable shown in Appendix A and agreed to the arrangements for the sessions. The list of working papers and information documents provided to the participants is attached in Appendix C.

4. INTRODUCTION TO WORKSHOP AND REGIONAL STRATEGIC FRAMEWORK

Mr Derek Staples (Senior Fishery Officer, FAO) introduced the workshop, referring to the background paper and draft framework paper that had been provided to the participants prior to the workshop. He described the impetus for the formation of the CONSRN and the role of the different partners in developing their programmes to assist the rehabilitation.

Mr Staples outlined the procedure and process for the meeting and stressed the importance of consultations with the tsunami affected countries. He also outlined how the objectives of the meeting were to build an agreed regional strategic framework and draft programme for CONSRN based on country inputs and advice from NGOs and donors. This was to be achieved during four sessions. The first session was organised to present the priority needs of the affected countries, the second and third sessions were to involve review and development of the regional strategic framework, and with the last session to focus on alignment of donors, agencies and countries. The framework was to consist of a vision (a high level goal which could guide decision making), guiding principles and strategies. He emphasized that it was important for all partners to share this vision and described the different approaches to implementing strategies. These would depend on the context of the countries, communities and extent of damage and, although the framework was based on a livelihood approach, other approaches could be used for implementing the strategies. He outlined some of the key points of the strategies which included (i) detailed needs assessments, (ii) improvement in policy and (iii) rebuilding and rehabilitating the physical, social and human components of affected livelihoods.

Mr Staples described the concept of a flagship programme for the CONSRN consortium, which would be an area of common interest for all the partners. In summing up, he outlined the workshop modality and the importance of listening to the opinions of others and in reaching consensus.

A point was raised by the participants as to why no farmers were involved in the workshop. Mr Staples explained that the rehabilitation would, by necessity, require full consultation on all aspects of the livelihoods of affected communities in due course. He explained how this workshop was a regional initiative for fisheries and aquaculture to be followed by similar initiatives in forestry and agriculture.

5. SESSION I: COUNTRY PRIORITIES FOR REHABILITATION

The representatives from the six tsunami impacted countries presented overviews of the extent of impact in their countries, their responses to date and plans for future rehabilitation.

All countries had already provided considerable assistance to affected people. The response was obviously related to the degree of impact, with the worst-hit countries of Indonesia and Sri Lanka still focussed at providing physical inputs to assist people in re-starting their income generating capacity, while in less-hit areas such as Myanmar the focus was more on preventative measures to mitigate effects of future disasters. Difficulties in reaching all people in need were discussed and it was agreed that close cooperation between NGOs and governments was required to improve this situation.

A large amount of national planning and policy development had already taken place in all countries that included consideration of coastal zoning, sustainable fisheries and environmentally sound aquaculture. However, it was obvious from the discussions at the workshop that further debate and consensus building was required. Several countries recognized that in rehabilitating affected communities it would be possible to improve the performance of the fishery and aquaculture sectors in their countries. These improvements included possible modernization, community-based management and reduction in fishing capacity.

A common theme of all of the country presentations was that the participation of people and communities in the rehabilitation process and adequate consultation was important. Other themes that emerged were the need for more detailed assessments of environment and livelihood, as well as the critical need for effective communication of these needs within the impacted countries and to the international community at large.

As requested, all countries provided input on their priority needs. These included planning and policy development, improved coastal management, training and human capacity building, enhancing government institutions and governance, post-harvest technology leading to better food safety. These needs were further elaborated during the workshop and incorporated into the programme draft.

A summary of the country presentations is attached in Appendix F.

6. SESSION II: THE REHABILITATION VISION AND GUIDING PRINCIPLES

A vision for fisheries and aquaculture was developed and shared by the tsunami affected countries, NGOs, and international/regional agencies and represents an ideal state towards which all strategies and activities would contribute. In particular, the importance of getting “rehabilitation right” means an adequate investment in time and well-planned inclusive processes. The goal is a rehabilitated sector minus the past mistakes and is a substantial improvement over the pre-tsunami situation.

The Vision

While recognizing the sovereign rights of each affected country and the cultural context of coastal communities, the shared vision for fisheries and aquaculture is a sector that:

1. contributes to poverty alleviation, sustainable livelihoods and food security at household, local and national levels;
2. is based on sound regulation, good governance and functional management institutions that ensure equitable development and safety within the different parts of the sector;
3. uses appropriate technologies with due recognition of the environmentally sustainable limits to harvesting natural resources and aquaculture products;
4. is part of a holistic view of the coastal ecosystems and is managed according to the principles of integrated coastal zone management, including the wider aspects of land tenure and relocation of communities; and
5. has a well integrated supply chain from harvest to consumer that supports labour intensive post-harvest activities (which are mainly carried out by women), equitable trade and marketing that ensures safe food for all.

Guiding principles to achieve the vision

The workshop also agreed on some guiding principles that provide the ground rules for the development and implementation of regional and country level rehabilitation activities of CONSRN and its partners. It also recommended that these key principles serve as a guide for the actions of others. Full details of the principles are attached in Appendix G. In summary, the principles center on:

Putting people first in rehabilitation

A livelihood focused approach, which ensures that natural systems have an enhanced ability to provide a broad and sustainable range of livelihood strategies, which are accessible to all members of these communities (including women, children and marginalized groups). This approach should also take into account the diversity of additional and existing livelihood strategies available to people in coastal communities, such as farming, fish processing, gardening, marketing etc. Key aspects include reduction of the vulnerability of communities, partnerships, participation and co-management, understanding of the diversity of communities, human rights, labour standards and equitable access to resources.

Rehabilitating the whole production and marketing chain

For both fisheries and aquaculture, special attention should be given to the whole supply chain, including trading and marketing to ensure minimal losses and wastage (including during transportation). Fisheries should be based on better fish handling at sea to ensure high quality of landed fish, and supported by high quality onshore infrastructure. The goal is to ensure maximisation of fish quality and value-added potential for post-harvest processing and sale of fish products. Aquaculture should also be based on management of processes to ensure high quality and safe food for human consumption.

Rehabilitation that is consistent with international and regional agreements and guidelines:

Rehabilitation activity should positively contribute to the agreements and guidelines on: poverty alleviation and food security contained in the Millennium Declaration, the ASEAN Resolution & Plan of Action adopted by the Millennium Conference; the BIMSTEC declaration; the principles of sustainable development of fisheries and aquaculture outlined in the FAO Code of Conduct for Responsible Fisheries (CCRF); NACA Principles for Sustainable Aquaculture;

SEAFDEC Regional Guidelines for Responsible Fisheries in Southeast Asia and the recently agreed UNEP principles for tsunami reconstruction

In particular, action should follow a multi-sectoral approach which ensures that the natural resource base of the coastal zone is sustained through equitable integrated coastal zone management. There should be an emphasis on support for institutional and policy reforms that address fishing overcapacity, unsustainable fishing practices and unsustainable aquaculture

Specific guidelines for the fisheries and aquaculture sectors

Specific guidelines for the fishery sector include those that ensure:

- a well-regulated fishing capacity that is commensurate with the sustainable yield of the fishery resource;
- a balance of small-scale artisanal fisher folk fishing inshore waters and larger-scale “industrial” vessels restricted to off-shore waters (with a “pro-poor” policy that gives preference to beach-based labour intensive fishing);
- use of non-destructive fishing gear and practices and adequate safety at sea;
- healthy ecosystems that have been rehabilitated through participatory practices that involve the people that depend on them;
- an industry based on good governance with strong institutional support from both government and NGO’s; and
- a sector supported by a high quality on-shore infrastructure that ensures food safety and value-adding potential in post-harvest processing and sale of fish products.

Specific guidelines for the aquaculture sector include those that ensure:

- environmentally sound management practices that do not pollute, damage habitats or cause long-term irreversible harm (including use of feed and seed from sustainable sources);
- use of technologies and farm-management practices that are appropriate to rural people and minimize impacts on other users of the coastal environment;
- supports farmer organizations, marketing and processing manufacturing of inputs and outputs, fair trade and markets, international and regional partnerships and wide-scale communication, facilitation of dialogue and sharing of experiences.

Rehabilitation processes

The implementation activities will follow a step-wise approach starting with detailed impact/damage assessments and needs analyses that form the basis of all rehabilitation activities. These assessments should include the institutional capacity of different organizations at all levels (and economic sectors) to deliver effectively and the organizational ability of recipients to receive and utilize inputs. Actions taken should have a clear indication of measurable outcomes with an emphasis on “accountability” and “transparency”. Effective communication is a core element of any intervention and such actions will support coordinated partnership between governments, NGOs, international agencies and bilateral donors. In particular, the findings and outcomes of assessments should be communicated clearly to development partners throughout the process.

7. SESSION III: REHABILITATION STRATEGIES

The workshop then developed six strategies to achieve the vision and a number of priority activities to support them. These strategies could be incorporated into national, agency or donor programmes. In order to do this program-components were considered in relation to country specific needs, rehabilitation needs and agency strengths.

Key strategies and priority areas agreed by the meeting

<i>Strategy 1 – Improve policy, institutions and processes</i>
<ul style="list-style-type: none">• Set clear policy objectives which acknowledge trade-offs between competing objectives (economic, social and environmental)• Strengthen fisheries management institutions• Promote integrated coastal management as a governance process for facilitating discussions between stakeholders• Ensure consultation with and participation of stakeholders
<i>Strategy 2 – Provide physical assets</i>
<ul style="list-style-type: none">• Provide physical assets through conducting needs assessments, purchasing and identification targeted beneficiaries, to ensure timely delivery to those in need• Provide physical assets that support broad livelihood activities, involving both CONSRN partners and other agencies with the competency and mandate• Control the provision of physical assets to avoid over-capacity, recognizing the trade-off between the need for rapid inputs (such as boats), versus good governance and legislation• Provide policy advice and advocacy on overcapacity issues through regional meetings• Support development of legislation (which reflects local level needs, monitoring, registration, for example) at national levels to reduce over capacity• Supply physical assets that are compatible with the needs of the affected people (“like for like” principle)• Monitor the process of procurement and distribution by all suppliers
<i>Strategy 3 – Ensure equitable access to inputs and the sustainably managed resources</i>
<ul style="list-style-type: none">• Carry out stakeholder analysis to ensure participation and equitable access to resources, determination of levels of fishing capacity and equitable planning for aquaculture activities• Consult with the fisher communities and fish farmers in a transparent way before considering relocation• Rehabilitate important habitats and ecosystems (such as coral reefs and mangroves) through participatory approaches with communities and in cooperation with the concerned Government Departments, Ministries and Institutions• Ensure access to supplies of seed and broodstock for aquaculture

Strategy 4 – Provide appropriate financial mechanisms

- Assess and understand the existing financial mechanisms (formal and informal) in their cultural context
- Ensure overcapacity is not encouraged through provision of loans to repair and replace vessels
- Support the establishment of an enabling environment for financial institutions and systems (formal, informal) to ensure their rapid return to normal operation
- Ensure that all players in the supply chain have access to appropriate finance, with a focus on small-scale, non-commercial lending
- Collaborate with APRACA through providing technical inputs to their assessments and (through APRACA collaboration) to the banks for their lending guidelines

Strategy 5 – Improve community livelihoods and responsible coastal resources/management

- Facilitate the empowerment of communities (through development of human skills) to ensure greater community organization and participation in networking, negotiation and self-reliance (such as development of marketing or micro-enterprise organisations)
- Increase skills, knowledge, ability to work and health of all those in affected fishing and aquaculture communities with emphasis on small-scale, marginalized, resource-poor people
- Enhance the capacity of the institutions working to support them (to be implemented at the community and national level)
- Train and plan in the implementation of responsible community coastal resource management strategies and enforcement
- Provide training in sustainable livelihoods approach

Strategy 6 – Re-build and enhance the social assets, resources and networks upon which people in affected fishing and aquaculture communities draw in pursuit of their livelihood strategies and psychosocial well-being (to be implemented at the community and national level)

- Establish, rebuild and strengthen community organizations (e.g. fisher groups, cooperatives, religious groups, women's support groups, etc.)
- Strengthen existing social institutions
- Identify existing expertise and skills, in particular disciplines and sectors and map to needs
- Network and communicate with existing organizations and ensure that expertise and activities are publicised
- Support establishment of structured mechanisms for consultation, interaction, communication and coordination between governments, donors and NGOs

8. SESSION IV: ALIGNING DONORS/AGENCIES/COUNTRIES TO STRATEGIES

Aligning country specific requirements

The country representatives were unanimous in their support to the outcomes of the workshop and expressed thanks for the opportunity to attend. The delegates expressed general agreement with the vision, guiding principles and strategies.

Country representatives pointed out that the CONSRN consortium workshop was timely as governments were in the process of preparing rehabilitation strategies and plans and that the outcomes of the workshop should contribute to this process.

The strength of the CONSRN consortium was seen as an information broker (with donors and countries) to facilitate coordination and learning of lessons. All countries agreed that the rehabilitation strategy should follow the livelihoods approach, that detailed assessments were needed and that CONSRN should have a role in these.

All participants emphasized the need to ensure visibility of the outcomes of the workshop with the international community and to ensure awareness within the countries of the ongoing rehabilitation efforts.

In addition to this general consensus there were a number of specific points mentioned by the country representatives.

India pointed out that relief work is being done with urgency, but that the rehabilitation must be undertaken in a considered way to avoid long-term negative impacts, and to ensure sustainability. One specific area where assistance in terms of technical input (TA) would be welcomed is in environmental and livelihood assessments, including the short-medium-long term impacts on the environment and losses to fisheries (as opposed to losses suffered by fishers).

Indonesia expressed a concern that whilst there had been immediate offers of assistance to affected countries, actual delivery was only just beginning.

Malaysia stressed that short-term measures need concrete programmes on the ground and that assistance should be prioritized to badly affected countries. Malaysia added that they were willing to participate in joint initiatives on a cost sharing basis.

Myanmar stated that there had been less impact in the country from the tsunami, but that they would be interested to work in areas related to improved preparedness for future disasters. Myanmar expressed a strong commitment to work together towards a common vision for the Indian Ocean.

Sri Lanka expressed its satisfaction with the immediate support that had been provided and that replacement of fishing vessel damage was underway, but added that there was still a longer-term need for rehabilitation of fishery infrastructure such as damaged harbours. An important area to look towards in the longer-term rehabilitation would be coastal area protection and buffer zones.

Thailand emphasized the need for rehabilitation planning to be done following a “sustainable development” model and that this was more important than replacing lost assets. Thailand also emphasized that a clear role of CONSRN was in networking and sharing of information which could support the channelling of assistance to countries.

9. WRAP UP AND RECOMMENDATIONS

The workshop concluded with a strong statement that governments, NGOs, fishermen's associations/communities, CONSRN partners and donors should work together to improve the livelihoods of the affected people.

The workshop adopted the following recommendations:

At the regional level the CONSRN Secretariat should:

- Publish and disseminate the Regional Strategic Framework document (including the vision, guiding principles, generic strategies) and a Draft of the Programme based on priority activities provided by the workshop. [Drafts to be distributed to all workshop participants for comment].
- Assist in the coordination of rehabilitation efforts by collating and sharing of information through a range of communication media.

and all CONSRN partners should:

- Continue to develop agency programmes for rehabilitation that will include joint programme activities at the regional, subregional and country levels, where appropriate.
- Explore funding modalities, particularly for a joint fund, such as the establishment of a CONSRN fund that enables the partners to access resources in order to undertake some of the activities related above.
- Participate in, and disseminate information from, the APRACA regional workshop on rural finance (14-18 March 2005).

At the country level CONSRN partners should:

- Assist in detailed livelihoods and environmental assessments of impacts as input into needs assessments.
- Provide support for the development of policy, national strategies and action plans that incorporate the outcomes of the workshop.
- Conduct subregional and/or national level consultations involving local stakeholders to refine national level action plans [by June 2005].
- Provide technical advice on the rehabilitation process, especially in integrated coastal planning and management.
- Develop projects to provide country specific support as requested by the country.
- Assist countries to promote sound management of the fishery and aquaculture sectors based on non-destructive gears and practices, good governance and institutional support to reduce fishing capacity in the coastal region to a level commensurate with the productivity of the resources.
- Promote activities related to the development/establishment of early warning systems, community disaster preparedness, safety at sea and minimum standards for construction of vessels.

Agenda and Timetable

Date	Time	Activity
Day 1	08.30 – 09.00	Registration
	09.00 – 09.20	Welcome remarks – ADG/RR FAO Regional Office for Asia and the Pacific
	09.20 – 09.25	Election of Chairperson
	09.25 – 09.55	Introduction to workshop and regional strategic framework Derek Staples FAO
	09.55 – 10.00	Group photo
	10.00 – 10.30	<i>Coffee/Tea</i>
		SESSION I – Country priorities for rehabilitation
	10.30 – 10.50	India
	10.50 – 11.10	Indonesia
	11.10 – 11.30	Malaysia
	11.30 – 12.00	Maldives
	12.00 – 12.20	Myanmar
	12.30 – 14.00	<i>Lunch</i>
	14.00 – 14.20	Sri Lanka
	14.20 – 14.40	Thailand
		SESSION II – Rehabilitation vision
	14.40 – 14.50	Introduction to Working Group activities Facilitator
	14.50 – 16.30	Working Groups (coffee/tea provided) To discuss and reach consensus on what we are trying to achieve and the principles for achieving it
	16.30 – 17.00	Report by Working Group rapporteurs
17.00 – 17.30	Wrap-up day 1 – plenary discussion	
Day 2		SESSION III – Strategies
	09.00 – 11.00	Working Groups (Tea/Coffee provided) Discussion and consensus on main strategies that will form the basis of rehabilitation Programmes
	11.00 – 11.30	Working Group Reports
	11.30 – 12.00	Plenary Discussion
	12.00 – 13.30	<i>Lunch</i>
	13.30 – 15.30	SESSION IV – Aligning donors/agencies/countries to strategies – Recommendations
	15.30 – 16.30	<i>Coffee/Tea</i>
	16.30 – 17.30	Wrap up and recommendations Closing of meeting

Note: CONSRN agencies will highlight their respective proposed Programmes by way of background statements to be provided to the meeting.

List of Participants

COUNTRIES

INDIA

Ajay Bhattacharya

Joint Secretary (Fisheries)
 Department of Animal Husbandry
 and Dairying
 Ministry of Agriculture
 240 Dr. Rajendra Prasad Road
 Krishi Bhavan, New Delhi 110 001
 India
 Tel: 91-11 23381994
 Fax: 91-11 23070370
 E-mail: jsfy@hub.nic.in;
 a.bhattacharya@nic.in

Amarjit Banga

Director (Fisheries)
 Department of Animal Husbandry
 and Dairying
 Ministry of Agriculture
 240 Dr. Rajendra Prasad Road
 Krishi Bhavan, New Delhi 110 001
 India
 Tel: 91-11 23097012
 Fax: 91-11 23070279
 E-mail: dirfy@hub.nic.in;
 aj_banga@hotmail.com

INDONESIA

Fatuchri Sukadi

Director-General
 Directorate General of Aquaculture
 Ministry of Marine Affairs and Fisheries

Jl. Harsono

RM No. 3 (Blg. B, Fl. 6)
 Jakarta, Indonesia
 Tel: 062-21 789 0552
 Fax: 062-21 7883 5853
 E-mail: dgaq@indosat.net.id

Saut Hutagalung

Director of Planning and International
 Cooperation Bureau
 Ministry of Marine Affairs and Fisheries
 Jl. Medan Merdeka Timur No. 16
 Jakarta, Indonesia
 Tel: 62-21 3520337
 Fax: 62-21 3520337
 E-mail: rorendkp@yahoo.com

Dedy Heryadi Sutisna

Director, Capture Fisheries Facility
 Ministry of Marine Affairs and Fisheries
 Jl. Medan Merdeka Timur No. 16
 Jakarta, Indonesia
 Tel: 62-21 3500049
 Fax: 62-21 3500049
 E-mail: naoneta@yahoo.com

MALAYSIA

Abdul Hamid bin Abd. Shukor

Director, Development and Technical
 Advisory and Support Division
 Department of Fisheries Malaysia
 Ministry of Agriculture
 Jalan Sultan Salahuddin
 50628 Kuala Lumpur, Malaysia
 Tel: 6-03 26175552
 Fax: 6-03 26920080
 E-mail: hamidshukor@hotmail.com

Mohad Khazin bin Hamzah

Director, Institutional Development
 and Fisheries Community
 Fisheries Development Board Authority
 Wisma PKNS, Jalan Raja Laut
 Kuala Lumpur, Malaysia
 Tel: 6-03 26177050/51
 Fax: 6-03 26989384
 E-mail: khazin@lkim.moa.my

MYANMAR

U Hla Win

Deputy Director-General
Department of Fisheries
Ministry of Livestock and Fisheries
Sin Min Road, Ahlone Township
Yangon, Myanmar
Tel: 095-01 228621
Fax: 095-01 228258
E-mail: DOF@mptmail.net.mm

U Win Myint Maung

Deputy Director
Department of Fisheries
Ministry of Livestock and Fisheries
Sin Min Road, Ahlone Township
Yangon, Myanmar
Tel: 095-01 4224258
Fax: 095-01 228258
E-mail: DOF@mptmail.net.mm

SRI LANKA

Ranepura Hewage Piyasena

Additional Secretary (Development)
Ministry of Fisheries and Aquatic Resources
Maligawatte Secretariat
Colombo 10, Sri Lanka
Tel: 94-11 2437948
Fax: 94-11 2437948
E-mail: pranepura@fisheries.gov.lk

E.M.R.K.B. Edirisinghe

Head, Post Harvest Technology Division
National Aquatic Resources Research and
Development Agency
Crow Island, Mattakkuliya
Colombo 15, Sri Lanka
Tel: 94-11 2521000
Fax: 94-11 2521932
E-mail: ranjith_edirisinghe@nara.ac.lk

THAILAND

Jarantada Karnasuta

Deputy Director-General
Department of Fisheries
Chatuchak, Bangkok 10900
Thailand
Tel: 66-2 5620526
Fax: 66-2 5620554
E-mail: jarantada@hotmail.com

Wimol Jantrarotai

Technical Advisor on International Fisheries
Affairs
Department of Fisheries
Chatuchak, Bangkok 10900
Thailand
Tel: 66-9 9686281
Fax: 66-2 5623132
E-mail: wimolj@fisheries.go.th

Chalermchai Suwannarak

Senior Fisheries Biologist
Department of Fisheries
Chatuchak, Bangkok 10900
Thailand
Tel: 66-2 5610834
Fax: 66-2 5610834
E-mail: charlern06@yahoo.com

Chul Sinhaipanich

Assistant to Deputy Director-General
Department of Fisheries
Chatuchak, Bangkok 10900
Thailand
Tel: 66-2 5620526
Fax: 66-2 5620554
E-mail: chul_s@hotmail.com

DONORS

Vidhisha Samarasekara (MS)

Natural Resources Management Specialist
Agriculture, Environment and Natural
Resources Division
South Asia Department
Asian Development Bank (ADB)
6 ADB Avenue, Mandaluyong City
0401 Metro Manila, Philippines
P.O. Box 789, 0980 Manila, Philippines
Tel: 63-2 632-5656
Fax: 63-2 636-2391
E-mail: vsamarasekara@adb.org

Barney Smith

ACIAR Fisheries Program
c/o NSW Fisheries Research Institute
202 Nicholson Parade
P.O. Box 21, Cronulla, NSW 2230
Australia
Tel: 61-2 9527 8462/3
Fax: 61-2 9523 5966
E-mail: Bsmith@fisheries.nsw.gov.au

John Kalish

Deputy Executive Director
Bureau of Rural Sciences
Department of Agriculture, Fisheries
and Forestry
G.P.O. Box 858, Canberra, ACT 2601
Australia
Tel: 61-2 6272-4045
Fax: 61-2 6272-4014
E-mail: john.kalish@brs.gov.au

Peter Millington

Director, Fisheries Management Services
Department of Fisheries
Western Australia
3rd Fl., 168 St. Georges Tce
Perth 6000, Australia
Tel: 61-8 9482 7333
Fax: 61-8 9481 3576
E-mail: p.millington@fish.wa.gov.au

Isabell Poppelbaum (MS)

Cooperation Section
EU Delegation
Kian Gwan House II, 19th Floor
140 Wireless Road
Bangkok 10330
Thailand
Tel: 66-2 3052737
Fax: 66-2 2559113
E-mail: Isabell.Poppelbaum@cec.eu.int

Hideke Hagiwara

First Secretary of Agriculture
Embassy of Japan
1674 New Petchburi Road
Bangkok 10320
Tel: 66-2 2526151
Fax: 66-2 2556999
E-mail: hideki.hagiwara@ej.arccyber.com

Magnus Torell

SIDA/SEAFDEC
SEAFDEC
P.O. Box 1046 Kasetsart University
Post Office
Bangkok 10903, Thailand
Tel: 66-2 9406326
Fax: 66-2 9406336
E-mail: magnus@seafdec.org

Barbara Best

Coastal Resources and Policy Advisor
US Agency for International Development
USAID EGAT/NRM Rm 3.8
1300 Pennsylvania Avenue, NW
Washington, DC 20523
Tel: (202) 7120553
Fax: (202) 2163174
E-mail: bbest@usaid.gov

Richard Volk

Programme Manager
US Agency for International Development
USAID EGAT/NRM Rm 3.8
1300 Pennsylvania Avenue, NW
Washington, DC 20523
Tel: (202) 7125373
Fax: (202) 2163174
E-mail: bbest@usaid.gov

Nat Pinnoi

Environmental Economist
World Bank (International Bank for
Reconstruction and Development
14th Floor, Diethelm Tower A
93/1 Wireless Road, Bangkok 10330
Tel: 66-2 2567792-3
Fax: 66-2 2567794-5

**INTER-GOVERNMENTAL
ASSOCIATION****Benedicto Bayaua**

Secretary-General
Asia-Pacific Rural and Agricultural Credit
Association (APRACA)
c/o FAO Regional Office for Asia and
the Pacific
Phra Athit Road, Bangkok 10200
Thailand
Tel: 66-2 6291962; 2800195
Fax: 66-2 2801524
E-mail: apraca@ksc15.th.com

**NON-GOVERNMENTAL
ORGANIZATIONS****Chandrika Sharma (MS)**

Executive Secretary
International Collective Support of
Fisherworkers (ICSF)
27, College Road
Chennai 600 006, India
Tel: 91-44 28275303
Fax: 91-44 28254457
E-mail: icsf@vsnl.com

Ramya Rajagopalan (MS)

Programme Assistant, ICSF
27, College Road
Chennai 600 006, India
Tel: 91-44 28275303
Fax: 91-44 28254457
E-mail: icsf@vsnl.com

V. Vivekanandan

Chief Executive
South Indian Federation of Fishermens'
Societies (SIFFS)
Karamana, Trivandrum 695 002
India
Tel: 91-471 2343711
Fax: 91-471 2342053
E-mail: vivek@siffs.org

Thomas Kocherry

Committee Member
World Forum of Fisher Peoples (WFFP)
Velankanny Junction, Valiathura – PO
Trivandrum 695-008
India
Tel: 91-471 2501 376
Fax: 91-471 2501 376
E-mail: Thomas.kocherry@gmail.com

A.L. Shanthikumar

National Fisheries Solidarity (NAFSO)
No. 10, Malwaththa Road
Negombo, Sri Lanka
Tel: 91-31 4870658
Fax: 91-31 4870658
E-mail: fishmove@slt.lk

A.S. Soosai

Senior Lecturer, Department of Geography
University of Jaffna
Jaffna, Sri Lanka
Tel: 94-21 222 5317
Fax: 94-31 487 0658
E-mail: asoosai@yahoo.co.in

Edy Suhartono

Executive Director
Advocacy for North Sumatra Fisherfolk
(JALA)
Jl. Monginsidi I, 20 A
Medan 20152, Indonesia
Tel/Fax: 62-61 4159343
E-mail: jalanet@indosat.net.id
antroedy@telkom.net

Ravadee Prasertshcharoensuk
Duangkamol Sirisook
Sustainable Development Foundation
86 Soi Ladprao 110 (yeak 2)
Wangthonglang, Bangkok 10310
Thailand
Tel: 66-09 6685580; 935 2983-4
Fax: 66-2 9352980
E-mail: ravadee@sdfthai.org;
oysririsook@hotmail.com

Gary Dahl
Country Director
American Refugee Committee
37 Soi 15 Petchburi Road
Bangkok 10400, Thailand
Tel: 66-2 2525186
Fax: 66-2 5532899
E-mail: arcthai@ksc.net.th

CONSRN PARTNERS

Yugraj Yadava
Director
Bay of Bengal Programme
Inter-Governmental Organisation
(BOBP-IGO)
91, St. Mary's Road, Abhiramapuram
Chennai 600 018
Tamil Nadu, India
Tel: 91-44 24936294
Fax: 91-44 24936102
E-mail: bobpsy@md2.vsnl.net.in;
y.yugraj@mailcity.com

Pedro Bueno
Director-General
Network of Aquaculture Centres in
Asia-Pacific (NACA)
Kasetsart University Campus
Bangkhen, Bangkok 10900
Thailand
Tel: 66-2 5611728
Fax: 66-2 5611730
E-mail: pedro.bueno@enaca.org

Simon Wilkinson
Network of Aquaculture Centres in
Asia-Pacific
Kasetsart University Campus
Bangkhen, Bangkok 10900
Thailand
Tel: 66-2 5611728
Fax: 66-2 5611730
E-mail: simon.wilkinson@enaca.org

Michael Phillips
Network of Aquaculture Centres in
Asia-Pacific
Kasetsart University Campus
Bangkhen, Bangkok 10900
Thailand
Tel: 66-2 5611728
Fax: 66-2 5611730
E-mail: mjphillips@inet.co.th

C.V. Mohan
Network of Aquaculture Centres in
Asia-Pacific
Kasetsart University Campus
Bangkhen, Bangkok 10900
Thailand
Tel: 66-2 5611728
Fax: 66-2 5611730
E-mail: mohan@enaca.org

Bhitchit Rattakul
Expert
Network of Aquaculture Centres in
Asia-Pacific
Kasetsart University Campus
Bangkhen, Bangkok 10900
Thailand
Tel: 66-2 5611728
Fax: 66-2 5611730
E-mail: bhichit@loxinfo.co.th

John Ackerman
c/o Network of Aquaculture Centres in
Asia-Pacific
Kasetsart University Campus
Bangkhen, Bangkok 10900
Thailand
Tel: 66-2 5611728
Fax: 66-2 5611730
E-mail: john.ackerman@brs.gov.au

Yasuhisa Kato
Special Adviser
Southeast Asian Fisheries Development
Center (SEAFDEC)
Kasetsart University Campus
P.O. Box 1046 Kasetsart University
Post Office
Bangkok 10903, Thailand
Tel: 66-2 9406326-9
Fax: 66-2 9406336
E-mail: kato@seafdec.org

Suriyan Vichitlekarn
Policy and Programme Coordinator
Southeast Asian Fisheries Development
Center (SEAFDEC)
Kasetsart University Campus
P.O. Box 1046 Kasetsart University
Post Office
Bangkok 10903, Thailand
Tel: 66-2 9406326-9
Fax: 66-2 9406336
E-mail: suriyan@seafdec.org

Rujarek Bumrasarinpai
Associate Professional Officer
Southeast Asian Fisheries Development
Center (SEAFDEC)
Kasetsart University Campus
P.O. Box 1046 Kasetsart University
Post Office
Bangkok 10903, Thailand
Tel: 66-2 9406326-9
Fax: 66-2 9406336
E-mail: rujarek@seafdec.org

Stephen Hall
Director-General
WorldFish Center
Jalan Batu Maung
11960 Bayan Lepas
Penang, Malaysia
Tel: 6-04 6202201
Fax: 6-04 6265690
E-mail: s.hall@cgiar.org

Iona Stobutzki
WorldFish Center
Jalan Batu Maung
11960 Bayan Lepas
Penang, Malaysia
Tel: 6-04 6202201
Fax: 6-04 6265690
E-mail: i.stobutzki@cgiar.org

Helen Leitch
Director, Business Department
WorldFish Center
Jalan Batu Maung
11960 Bayan Lepas
Penang, Malaysia
Tel: 6-04 626 1606
Fax: 6-04 626 5690
E-mail: h.leitch@cgiar.org

Jeremy Turner
Chief, Fishing Technology Service
FI Tsunami Focal Point
FAO Fisheries Department
Via delle Terme di Caracalla
00100 Rome, Italy
E-mail: jeremy.turner@fao.org

Dominique Greboval
Senior Fishery Officer
Development Planning Service
Fisheries Department
Via delle Terme di Caracalla
00100 Rome, Italy
E-mail: dominique.greboval@fao.org

Peter Flewwelling
FAO Consultant
c/o FAO Fisheries Department
Via delle Terme di Caracalla
00100 Rome, Italy
E-mail: peter.flewwelling@fao.org

Ulrich Schmidt
Senior Fishery Advisor, Indonesia
C/o FAO Banda Aceh
Tel: 62-811946869
E-mail: Ulrich.schmidt@virgilio.it

Jean Lery

Senior Fishery Advisor, Maldives

E-mail: sobretah@wanadoo.fr

Derek J. Staples

Senior Fishery Officer

FAO Regional Office for Asia and the Pacific

Phra Athit Road, Bangkok 10200

Thailand

E-mail: derek.staples@fao.org

Simon Funge-Smith

Aquaculture Officer

FAO Regional Office for Asia and the Pacific

Phra Athit Road, Bangkok 10200, Thailand

E-mail: simon.funge-smith@fao.org

Shunji Sugiyama

FAO Regional Office for Asia and the Pacific

Phra Athit Road, Bangkok 10200

Thailand

E-mail: shunji.sugiyama@fao.org

SECRETARIAT**Derek J. Staples**

Senior Fishery Officer

David Brown

FAO Consultant (Tsunami)

E-mail: david.brown@fao.org

William Savage

c/o Network of Aquaculture Centres

in Asia-Pacific

Kasetsart University Campus

Bangkheng, Bangkok 10900

Thailand

E-mail: savage@loxinfo.co.th

Pornsuda David

Technical Assistant

E-mail: Pornsuda.david@fao.org

Kesara Aotarayakul

Secretary

E-mail: Kesara.aotarayakul@fao.org

Holly Rogers

Intern with FAO

E-mail: holly.rogers@fao.org

Yvonne Wood

Intern with FAO

E-mail: woodyvon@msu.edu

List of Documents provided to participants

Working papers

- RC/WP-01: Provisional agenda and timetable
RC/WP-02: Background paper
RC/WP-03: Strategic framework paper (draft)
RC/WP-04: CONSRN flagship programme (draft)
RC/WP-05 : *Country papers*
1. India
 2. Indonesia
 3. Malaysia
 4. Myanmar
 5. Sri Lanka
 6. Thailand

Information papers

- RC/INF-01: Provisional list of documents
RC/INF-02: List of delegates and observers
RC/INF-03: CONSRN Concept Note
RC/INF-04: Workshop prospectus
RC/INF-05: *Agency programme papers*
1. BOBP-IGO
 2. FAO
 3. NACA/STREAM
 4. SEAFDEC
 5. WorldFish
- RC/INF-06: CONSRN Project proposal for assessment needs review
RC/INF-07: Statement from the Regional conference on rebuilding peasants' and fisherfolks' livelihoods
RC/INF-08: UNEP guiding principles

OPENING STATEMENT

By

He Changchui

**Assistant Director-General and
Regional Representative for Asia and the Pacific**

It is my pleasure to welcome all participants to this regional workshop on *The rehabilitation of fisheries and aquaculture of coastal communities in Asia*.

The world is still trying to grasp the enormity of the 26 December 2004 earthquake in Indonesia and consequent coastal floods which affected Asian countries around the Indian Ocean. The impact of this natural disaster on local populations was extremely severe in terms of death and injury, livelihood disruption, unemployment, asset loss and out-migration.

FAO expresses its deepest condolences to those affected and re-iterates its commitment to assisting the countries involved in rebuilding and rehabilitation.

Ladies and gentlemen,

You will have noticed that a large number of logos are on display in this room, reflecting the truly collaborative nature of this initiative of the *Consortium to Restore Shattered Livelihoods in Tsunami-Devastated Nations* (CONSRN). The consortium was formed shortly after the tsunami struck as a way of combining specialized networks and sharing information among the international and regional organizations that carry responsibilities for providing fishery and aquaculture assistance to the countries impacted by the disaster. These include the Bay of Bengal Programme – Intergovernmental Organisation (BOBP-IGO); the Network of Aquaculture Centres in Asia-Pacific (NACA); the Southeast Asia Fisheries Development Centers (SEAFDEC); the WorldFish Center (WorldFish); and the Food and Agriculture Organization of the United Nations through its Regional Office for Asia and the Pacific.

You may have also noticed that within 24 hours after the disaster, FAO had mobilized teams of national and international experts already present in the area to assess the damage to the agriculture and fisheries sectors and identify the assistance needed. The evaluations confirmed that fisheries was the worst-hit sector, especially in Sri Lanka, although severe localized crop losses were also reported, particularly in the Maldives and parts of Indonesia. However, even in cases in which damage to the national economy is limited, local communities will experience severe food security impacts in the short- and long-term as parents and relatives have been lost, livelihood assets including houses, farm, fisheries and aquaculture implements, crops, food stores and forestry resources, as well as domestic farm animals, have been destroyed and previous sources of income no longer exist.

We now know that among some 300 000 deaths and missing, there have been over 60 000 deaths in the fishing sector alone, with the livelihoods of over 1.5 million people in the fishing and aquaculture communities under threat.

In terms of economic loss, FAO's latest estimates from India, Indonesia, Maldives, Myanmar, Somalia, Sri Lanka and Thailand combined put the cost at US\$520 million. This relates to 111 073 fishing vessels destroyed or damaged; 36 235 engines lost or damaged beyond repair; 1.7 million units of fishing gear destroyed; and US\$200 million of damage to infrastructure (such as aquaculture operations, fishing infrastructure, and harbours).

FAO has participated fully in the coordination efforts and in the United Nations Flash Appeal launched on 6 January. The Organization has appealed for US\$26.5 million to provide emergency aid to the farming and fishery communities hit by the tsunami. In addition to this, FAO has appealed for rehabilitation activities in Thailand, in partnership with UNDP and UNEP.

While such short-term assistance is indispensable, FAO also intends to implement medium- and long-term rehabilitation programmes to restore fish production, processing and export capabilities. This requires that due emphasis be given in this process to enhancing livelihoods and food security, as well as to ensuring that capacities are rebuilt in accordance with the requirements of sustainable resource use and improved environmental protection. Other areas of concern include linkages of the fisheries and aquaculture sectors to the early warning systems for natural disasters and response, rehabilitation of salt-affected soils, repair of large-scale irrigation infrastructure and restoration of biodiversity.

The task ahead of us is complex and challenging, and no single organization can deal with it effectively alone. We are ready and willing to work with partners to undertake assessment of longer term impacts and introduce a stepwise rehabilitation approach to ensure sustainable development in the region. This will lead amongst other things to:

- the provision of physical assets where needed (such as the provision of nets, boats and fishing gear, landing and processing facilities, aquaculture facilities),
- the provision of financial support (including appropriate microfinance/credit),
- training and capacity building (for affected people and agencies),
- rehabilitation of natural resources (through coastal zone management strategies), and
- helping the recovery of communities through strengthening of community organizations and networking.

Ladies and gentlemen,

As we move into the long-term rehabilitation and reconstruction process, FAO stresses the need for a shared vision of a sustainable approach to reconstruction, and the need to agree on a "blueprint" for what we are attempting to build and how we are going to realize this vision.

This vision must be based on restoring the livelihoods of those affected and include sustainable management of the natural resource base, such as coral reefs and mangrove forests and associated fisheries on which a sustainable recovery will depend.

The primary output of the workshop will be a regional strategy together with a programme framework for long-term rehabilitation and sustainable development of fisheries and aquaculture in all affected countries. Our medium to long-term programming exercise will be based on a regional perspective with strong country dimensions. It will also need to emphasize and recognize the benefits of international cooperation, crucial to address the enormous challenges of people and livelihoods in the coastal zones of the affected countries.

I am confident that our collective wisdom, expertise and joint mission provide a firm footing to build this strategy for rehabilitation as well as for sound project formulation and targeting of interested donors

I wish you well in your endeavors and look forward to seeing the output of this workshop.

I hereby declare the workshop open.



Consortium to Restore Shattered Livelihoods in
Tsunami-Devastated Nations (CONSRN)

Concept Note

Background

The massive earthquake and subsequent tsunami waves that originated off the west coast of northern Sumatra have caused extensive damage to coastal communities throughout the southern Bay of Bengal. Varying degrees of severity in the loss of lives and damage to properties were suffered by northern Sumatra, the western coast of Sri Lanka, southern India, the Maldives, Andaman Nicobar Islands, northern Malaysia, southern Thailand and southern Myanmar as well as Somalia, Tanzania and Kenya.

Approximately 400 million people live in coastal communities of the Bay of Bengal and many of these have been seriously impacted. Damage includes loss of whole villages, homes, fishing and aquaculture infrastructure (including port and post-harvest facilities), fishing vessels and gear, aquaculture facilities (including ponds, cages, hatcheries and brood stock), markets, as well as other livelihoods assets. The scale of the damage to coastal areas will stretch the abilities of local services to provide the necessary support to impacted communities and households over the coming year or more.

Immediate relief is urgently needed to deal with the life and death situations in the stricken communities. This phase will be followed by a period of restoration and recovery which national and international leaders at the Jakarta Summit foresee would take five years, during which efforts will be geared to the sustainable development of the communities and various economic sectors including agriculture, fisheries and aquaculture, and tourism. A widely held view based on experiences from previous disasters is the need to couple rehabilitation with reforms, to avoid the re-institution and repetition, or even creation, of new causes of risk and vulnerability to the lives and livelihoods of impacted people. Such risks range from unsustainable management systems and practices, and lack of preparedness and response systems, to lack of or inadequacies in legal and regulatory systems. All of these conspire to make poor and landless people more vulnerable to disasters of any kind.

The activities of the Regional Consortium will be directed to address this need for such a holistic approach to assure sustainable development during the rehabilitation phase.

Why a Consortium?

Natural disasters require the urgent provision of basic humanitarian assistance. In the case of the tsunami-impacted countries, this phase is ongoing and the rush to answer immediate needs inevitably means that coordination is a critical responsibility between agencies and actors. This initial response phase must tolerate a high degree of overlap and inefficiency due to the critically short response times that are required.

In contrast, rehabilitation efforts (which will commence about six months following the disaster and are foreseen to last at least five years), will not enjoy the same tolerance for errors, deliberate or inadvertent. While less urgent, the longer term implications of rehabilitation require that it is given sufficient time for preparation. An important feature of preparation is the development of a framework for cooperation among rehabilitation agents, so that efforts and resources are not wasted and do not create more problems than they solve. Critically, effective cooperation is a means to ensure that work is harmonized.

A Consortium approach to multi-agency cooperation is a framework for working that is least burdened by the inevitable bureaucratic processes. These arise from the diverse institutional arrangements of cooperating agencies, each with its unique procedures and systems. Consortium partners are not required to sign up to any binding agreement; they agree (as institutions) to cooperate and collaborate in the formulation of a Programme that will serve to harmonize their activities. This Programme also has the important additional function of removing the requirement for a single coordinating agency – an issue that often disables the best intentioned collaborative efforts among agencies. Through a Consortium arrangement, agencies are able to focus efforts on well-planned and well-targeted rehabilitation and sustainable development activities, harmonious with the work of the partners, that are not sidetracked or slowed down by the need for interweaving bureaucratic processes.

Importantly, such a framework for cooperation enhances the partners' ownership of the Programme, complements each other's efforts and builds on each other's achievements. This allows more efficient use of resources and provides an effective mechanism for sharing valuable lessons and results within the Consortium as well as effective interaction with those working with the Consortium.

Mode of Cooperation

The Regional Consortium partners agree to concerted action to address the numerous and varied rehabilitation needs. In practical terms, action will be assured by a widely agreed Consortium Programme, formulated by the partners, which broadly provides the guiding principles, suggests a range of strategies, and describes possible approaches to respond to rebuilding needs and those of the longer-term sustainable development of livelihoods.

The Programme will provide the unifying element to harmonize various complementary activities which may be (a) collaboratively implemented by all partners, (b) jointly by some partners working in a subgroup, or (c) separately by each partner. The Programme would give coherence and complementarity to what would otherwise be disparate, overlapping, conflicting or mutually-negating activities.

Partners

The institutions and organizations that have agreed to form the Consortium have mandates to work with sustainable development livelihoods that are based on fisheries and aquaculture in coastal areas. The core government partners are:

- The Food and Agriculture Organization of the UN through its Regional Office for Asia and the Pacific (FAO RAP)
- Bay of Bengal Programme – Intergovernmental Organisation (BOBP-IGO)
- Network of Aquaculture Centres in Asia-Pacific (NACA)
- Southeast Asia Fisheries Development Centers (SEAFDEC), and
- The WorldFish Center (WFC).

Interested NGOs include Asian Disaster Preparedness Center (ADPC), Sustainable Development Foundation (SDF) and the International Collection in Support of Fishworkers (ICSF).

Other partners will be involved in many aspects of the Programme, including planning assistance, mobilization of resources and implementation of activities.

Objectives

The Consortium will provide a mechanism to harmonize the activities of the core partners in terms of:

1. Collating and disseminating up-to-date information on the impact of the tsunami
2. Demonstrating credible assessment of damages and needed efforts and resources for rehabilitation
3. Developing and sharing with all concerned agencies appropriate guidelines for the planning and implementation of livelihoods, community and sector rehabilitation programmes
4. Coordinating immediate short-term aid efforts to rehabilitate affected coastal communities
5. Building a common vision, objectives and strategy for medium- to long-term rehabilitation of coastal communities, and
6. Coordinating on-the-ground activities to meet the common vision.

Working Arrangements

The Consortium will be a voluntary activity of the agencies involved and will not imply any legal or other commitment or compensation. The Consortium will work together, mainly through electronic communications and “virtual office” means, to conduct the activities that can be cost-effectively done through such means. The Consortium will provide a forum for the sharing of information and views and development of strategies.

Resources and Funding

The Consortium partners will bring their own resources into the development of and implementation of the activities that will emanate from the Programme. A Consortium common fund may be developed in due course.

Core funding of involved staff will be provided by the Consortium agencies with additional funding being mobilized according to the policy of each Consortium partner.

Each partner may raise resources to augment its own internal resources (in any way it sees fit within its institutional policy) and bring these resources on to the “Consortium table”. One partner’s funds do not go into a common fund. (However, such funds are shared, in a way, with the Consortium by its being applied to a project or activity that is in line with the Programme). In a case where two or more partners agree to jointly implement a project, the collaborators in that project will decide on how the project is funded, the source of funds, and their respective contribution to the project cost. In the last instance, the partners may agree to cost in-kind contributions and count these as a contribution to the project.

Activities

The Consortium will:

1. Collaborate on bringing together the most up-to-date information on impacts
2. Report on action taken by core Consortium partners
3. Collaborate on and conduct combined needs analysis
4. Develop agreed rehabilitation plans
5. Develop a rehabilitation Programme that involves both core partners and other related activities
6. Implement the Programme
7. Work collectively to mobilize additional resources as appropriate
8. Monitor and report on progress, and
9. Disseminate the activities and impacts of its work.

Initiation of the Consortium

The Consortium was conceived on 31 December 2004, when by that time some of the partners listed above had communicated with each other their agreement in principle to join a collaborative framework. It was also by that time that the tentative name and acronym (CONSRN) of the Consortium was proposed and subsequently used in internet-based communications among prospective partners and numerous concerned persons. It was also by that time that the work

on the regional assessment of loss and damages had been initiated and its first edition readied for dissemination.

The Consortium was initiated at an 11 January 2005 meeting on the subject, convened by FAO RAP and attended by FAO RAP, NACA and SEAFDEC, the ASEAN Disaster Prevention Council and Thailand's NGO Coordinating Council.

Review and evaluation

The effectiveness of the Consortium will be reviewed regularly. After the five-year rehabilitation period a major review will be conducted and the future of the Consortium decided. During this time partners may withdraw without prejudice to its rejoining, and others may join. The partners may jointly or severally enter into other collaborative arrangements for the ensuing development period.

Summary of Country Presentations

India

India showed with a short video some of the devastating impacts of the tsunami on the Indian coastline. Some statistics were then presented describing the size of the sector prior to the tsunami and how the country has experience of dealing with natural disasters such as the frequent cyclones.

India then described the impact of the tsunami on the country as a whole and on the fisheries and aquaculture sectors, including the event itself, the death toll, the numbers of people affected and the economic losses. The impact was reviewed in each of the states of Andhra Pradesh, Pondicherry, Andaman and Nicobar, Kerala and Tamil Nadu (which received all the tsunami impact).

India outlined how the government had responded quickly to the disaster and provided immediate relief for communities, fisher folk and the fisheries sector, including rescue and evacuation and emergency relief. It was understood how vulnerable the fisheries sector was and specific packages were developed for them including replacement of gear and craft where necessary. The agriculture sector in affected areas too was receiving specific support. The full scope of the activities already undertaken and planned by the government in relation to the tsunami were presented.

In the medium to long term, four key issues were identified in relation to the rehabilitation process. These related to the loss of lives, loss of property and gear, rehabilitation of fisher folk and the restoration of fishing opportunities. India outlined the key areas of concern and explained how the government had adopted five guiding rules which were: to ensure that the disaster would provide an opportunity to improve the existing situation, ensure that the environment was considered, ensure that a participatory approach was followed and that a coordinated approach was adopted. India then went on to outline the key challenges to ensuring restoration to the pre-tsunami situation and the principles for that rehabilitation process.

India presented a range of proposed approaches and initiatives for rehabilitation including those for government departments, international agencies and international/national/local NGOs. These included formation of an Inter-Ministerial core group in the planning commission to formulate proposals for rehabilitation and seek funding from the World Bank and Asian Development Bank. India explained that due to the inherent strength of the country to handle such disasters it would seek assistance from multilateral agencies only and not from bilateral donors.

India outlined a number of key issues for which it requested assistance from FAO and were of specific relevance to the workshop. These issues required assistance to Research Institutes and Regional Fisheries bodies under FAO's "technical support programme" to support the monitoring and investigation of issues surrounding: displacement of indigenous people, impact of salt water and silt on coastal wetlands, degradation of coastal ecosystems, pelagic and demersal nursery areas, dumping of material on the seafloor and aquatic pollution and rising sea levels in certain islands.

Indonesia

Indonesia described the impact of the tsunami on the country and their draft program for rehabilitation and reconstruction of the fishery sector in Aceh and Nias. Indonesia explained that in Banda Aceh 17 out of 20 districts were affected (9 severely) whilst in North Sumatra two districts were severely affected. Damage to aquaculture was most severe on the eastern coast. Indonesia then presented statistics on the extent of the damage from the tsunami including losses to human life, infrastructure and vessels.

Indonesia outlined five principles for guiding rehabilitation which emphasized: alleviation of poverty, economic and market stability, environmental sustainability, a holistic approach (particularly for poor coastal communities) and participation. It was highlighted how particular care was needed to ensure that an environmentally sound, integrated and holistic approach was adopted which could consider the real needs of local communities.

The overall strategies to achieve rehabilitation included the goals of restoring private assets and rebuilding public goods. The strategies related to restoration of private assets and rebuilding public goods were outlined. Indonesia explained that the short-term relief/rehabilitation (in 2005-2006) was based on livelihoods assessments and aimed to provide immediate livelihood support, rehabilitation of fishing, restarting aquaculture and re-establishment and support to facilities. In the medium term (5-8 years) the government had seven strategies and four key areas for recovery of the aquaculture sector. The longer-term plan focused on the prioritization of coastal zoning (including land use planning), education and training and infrastructure rehabilitation.

International support is needed for initiatives such as rehabilitation of research and training centers, training, equipment, reconstruction of aquaculture facilities and assessments. In addition the international aid should focus on areas such as sustainable livelihoods, microfinance, policy and technical assistance.

Indonesia highlighted the fact that it is currently preparing detailed rehabilitation plans with the World Bank and Asian Development Bank and that these plans were to be completed by March 2005.

Malaysia

Malaysia described the limited damage to the five west coast states that were affected by the tsunami. The report included the number of people killed and injured, those who had their livelihoods disrupted and those who were made homeless. Langkawi was the worst affected area.

The losses to the fisheries sector were reported including the number of vessels lost and damaged, fisher folk affected and damage to infrastructure. An estimate was provided for the number of private and public jetties to be repaired.

The impacts on aquaculture were also reviewed and the number of affected fish farms, hatcheries, cage culture facilities, shellfish farms and pen culture facilities detailed.

Malaysia described the scope of the government assistance programme which had four key areas and was being implemented through the Ministry of Fisheries. A key aspect of the programme was financial compensation and assistance which was to be provided by the government and commercial banks.

Because of the limited nature of the tsunami impact the government was carrying out all rehabilitation work itself and was not requesting assistance from international agencies and NGOs. Malaysia expressed a willingness to share lessons from their rehabilitation programmes with others.

Myanmar

Myanmar described how the impacts of the tsunami were limited to four states/divisions with Rakhine and Ayeyawaddy most affected. The main effect noticed during the event was the rapidly receding sea level which not only allowed the communities to collect shells and stranded fish but which also disrupted turtle nesting in some areas.

Myanmar described the three key reasons why the impact of the tsunami was limited in that country (that the waves principally went east and west, that the shallow onshore shelf weakened the wave and that the nature of the coastline and islands acted as a barrier).

Myanmar highlighted the main relief and rehabilitation efforts undertaken by the government along with the estimated number of lives lost, economic losses and infrastructure damage. The government had already distributed food and materials to many households and rehabilitation work was underway.

The government did not request any international aid or help for the tsunami victims or rehabilitation work as this was already being provided. However, it was welcoming voluntary contributions and donations in cash and kind. In total donations received had amounted to US\$200 000. A special committee has been formed to assist distribution of this aid.

Myanmar also explained that they had good experience in dealing with the impact of natural disasters as the country was prone to earthquakes.

Sri Lanka

Sri Lanka described the fisheries and aquaculture resources and infrastructure present in the country before the tsunami (including boats, harbours, research facilities). The fisheries sector was the hardest hit by the tsunami and the losses in terms of vessels, houses, harbours and fisher folk were outlined. Both human and economic losses were high.

The substantial damage to fisheries and aquaculture research and training institutions was outlined and included the loss of research vessels and training centers.

Sri Lanka described the immediate relief and rehabilitation actions planned by the government. These included the establishment of a disaster management center to identify priority needs, plans for rehabilitation and to reallocate resources within the ministries.

Relief and rehabilitation were divided into five main areas which included: the building of temporary/semi-permanent and permanent housing, rehabilitation of harbours, anchorages and landing sites, replacement of fishing gear and boats (including repair centers), revitalization of marketing infrastructure (including ice plants, storage facilities) and rehabilitation of coastal areas (coastal conservation).

In terms of immediate support the government had started the replacement of boats to return capacity. However, longer-term work and repairs would be needed for badly damaged harbours and infrastructure. During such work it would be important to look at quality and safety. In

addition, support in assisting with coastal zone management issues like coastal area protection and buffer zones would be welcome.

Thailand

Thailand outlined the damage caused by the tsunami to the six affected provinces. The death toll and economic losses were presented along with that to housing land.

The role played by the Department of Fisheries (DOF) in the emergency relief and rescue operations was outlined and included the use of DOF vessels to search for the dead and survivors, provisional damage assessments, relief distribution and rapid assessment to the damaged fisheries.

A detailed description of the damage to the fisheries and aquaculture sectors was presented. This included the loss of boats, cage culture units, ponds, hatcheries and farms. The response of the government and activities of DOF to support the victims was described and included provision of emergency relief funds. Preliminary assessments of damage have been undertaken including those to look at fishing efforts post-tsunami.

Thailand then outlined the three key points of the rehabilitation plan for the immediate and medium to long term. The short-term plans focused on immediate relief and recovery and how to replace lost gear and repair and replace boats. The role of self-help within the community was stressed as was the importance of providing basic communication equipment to help allay fears of fisher folk at sea. Other key issues being considered were access to aquaculture inputs, availability of appropriate finance and the dredging of boat channels.

Thailand then outlined the medium to long term plan which included building capacity, rehabilitating coastal and fishery resources, sustainable fishery programmes, building awareness and food safety issues. An action plan was shown which involved training, disaster preparedness, safety at sea, co-management, community involvement and enhanced government capacity to respond to needs.

Thailand had five key challenges in rehabilitation and these included the provision of fishing boats/gear, impact on natural resources and fishing grounds, damage mitigation plans, safety at seas and sustainable fisheries development. The Thai government had developed three principles for rehabilitation which included using an integrated rehabilitation plan, co-management for sustainable development and human resource development.

Thailand required support through technical assistance for financial and human resource development, policy development, legal issues and institutional development.

The Thai rehabilitation plan was presented showing the responsibilities of the different participating bodies. A joint development and co-ordination body (the Andaman Forum) has been developed and it was suggested this body could act as a link between donors and communities, partners and countries.

Guiding Principles for Rehabilitation and Development

a) “Putting people first in rehabilitation”

A livelihood approach which ensures that natural systems have an enhanced ability to provide a broad and sustainable range of livelihood strategies, accessible to all members of these communities (including women, children and marginalized groups). This approach should also take into account the diversity of additional and existing livelihood strategies available to people in coastal communities, such as farming, fish processing, gardening, marketing etc. Key features are:

- *Reduction of vulnerability and potential risk for coastal communities from future natural disasters (through, for example, efficient and consistent design and placing of infrastructure and protection of the coastal zone environment).*
- *Partnership and national ownership through extensive stakeholder consultation and public participation regarding fishers and fish farmers’ objectives, which ensures respect for traditional uses, access and rights.*
- *Action is based on a practice of co-management that involves all stakeholders in policy formulation and decision-making, based on adequate representation of the stakeholders and the best scientific information available.*
- *An emphasis on flexible and adaptive methods that respond to the complexity and differences in rehabilitation work in different areas.*
- *Respect the human rights of all participants, especially with respect to labour standards, equity of distribution of benefits, and access to land. Provision of assistance and rehabilitation based on humanitarian needs rather than legal status.*

b) “Rehabilitation that is consistent with international and regional agreements and guidelines”

Any rehabilitation activity should positively contribute to the following agreements and guidelines:

- *The goals on poverty alleviation and food security contained in the Millennium Declaration.*
- *The ASEAN Resolution & Plan of Action adopted by the Millennium Conference and BIMSTEC declaration.*
- *The principles of sustainable development of fisheries and aquaculture that are set out in the FAO Code of Conduct for Responsible Fisheries (CCRF), NACA Principles for Sustainable Aquaculture, SEAFDEC Regional Guidelines for Responsible Fisheries in S.E. Asia.*
- *The recently agreed UNEP principles for tsunami reconstruction.*

In particular, action will follow a multi-sectoral approach which ensures that the natural resource base of the coastal zone is sustained. This includes:

- *Integrated coastal zone management that recognizes the multiple use nature of the limited natural resources base and plans, and fairly allocates those resources across users.*
- *Emphasis will be placed on provision of support for institutional and policy reforms that address fishing overcapacity, unsustainable fishing practices and unsustainable aquaculture.*

c) Key principles of the sub sectors will have the following features

The goal of rehabilitation is to achieve the following key features

In particular, the fishery sector:

- *Is based on a fishing capacity that is commensurate with the productivity of the fishery resource, controlled through the allocation of user/access rights to fish.*
- *Is based on balance of small-scale artisanal fisher folk fishing inshore water with larger-scale “industrial” vessels restricted to off-shore areas supported by a “pro-poor” policy that gives preference to beach-based labour intensive fishing.*
- *Is based on non-destructive fishing gear and practices.*
- *Provides adequate safety at sea provisions and practices.*
- *Is based on healthy ecosystems that have been rehabilitated through participatory practices that involve the people that depend on them.*
- *Is based on good governance with strong institutional support from both government and NGOs.*
- *Is supported by high quality on-shore infrastructure that ensures food safety and value-adding potential in post-harvest processing and sale of fish products.*

And the aquaculture sector:

- *Is based on environmentally sound management practices that do not pollute, damage habitats or cause long-term irreversible harm, including use of feed that is taken from sustainable sources and seeds that are raised in environmentally sound hatcheries or taken from sustainable fisheries.*
- *Adopts technologies and farm management practices that are appropriate to rural people with limited resources that minimize the impacts of aquaculture on other users of the coastal environment.*
- *Adopts an array of appropriate technologies and farm management practices, including those suitable to people with limited resources, which minimize impacts and which support:*
 - *Democratic self-determined farmer organizations.*
 - *Marketing, processing manufacturing of inputs and outputs.*
 - *Fair trade and markets.*
 - *International and regional partnerships.*
 - *Wide-scale communication, facilitation of dialogue and sharing of experiences.*

And trade and markets:

- *That minimise losses and wastage, including during transportation.*
- *Based on fish handling at sea to ensure high quality of landed fish, and supported by high quality onshore infrastructure to ensure maximization of fish quality and value-added potential in the post-harvest processing and sale of fish products.*
- *Based on the provision of high quality and safe food for human consumption.*

d) Rehabilitation processes

The implementation activities will follow a process approach and shall include the following elements:

- *Detailed impact/damage assessments and needs analyses to be the basis of all rehabilitation activities.*
- *Assessments of the institutional capacity of different organizations at all levels (and economic sectors) to deliver effectively, and the organizational ability of recipients to receive and utilize any inputs.*
- *Action will be taken with a clear indication of measurable outcomes.*
- *Emphasis will be placed on “accountability” and “transparency”.*
- *Effective communication is a core element. Actions will support coordinated partnership between governments, NGOs, international agencies and bilateral donors.*
- *The findings and outcomes should be communicated clearly to development partners throughout the process.*