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## **REPORT AND PROCEEDINGS OF**

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# **CANARI / CRFM / UWI-CERMES WORKSHOP ON REGIONAL FISHERFOLK ORGANISATIONS POLICY INFLUENCE AND PLANNING**

**13 – 15 January 2009  
St. Vincent and the Grenadines**

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CRFM Secretariat  
Belize  
2009

# **CRFM Technical & Advisory Document - Number 2009 / 2**

## **Report and Proceedings of the CANARI / CRFM / UWI - CERMES Workshop on Regional Fisherfolk Organisations Policy Influence and Planning**

13 – 15 January 2009  
St. Vincent and the Grenadines

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CRFM Secretariat,  
Belize  
2009

## CRFM TECHNICAL & ADVISORY DOCUMENT – Number 2009/2

Report and Proceedings of the CANARI / CRFM / UWI - CERMES Workshop on  
Regional Fisherfolk Organisations Policy Influence and Planning  
13 – 15 January 2009, St. Vincent and the Grenadines

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## EXECUTIVE SUMMARY

This report documents the proceedings of a workshop held on 13 - 15 January 2009 in St Vincent and the Grenadines, which sought to:

- provide fisherfolk leaders with up-to-date information on fisheries initiatives in the region so as to encourage their active participation in advancing fisheries policy recommendations; and
- review previous activities of the Regional Fisherfolk Organisation Coordinating Unit (RFO-CU) and prepare strategic and action plans, including a communication strategy and plan for the RFO-CU.

The workshop was coordinated and facilitated by Caribbean Natural Resources Institute (CANARI), Caribbean Regional Fisheries Mechanism (CRFM) and the Centre for Resource Management and Environmental Studies (CERMES), University of the West Indies (UWI). CERMES also coordinated press relations. Sponsorship of the meeting was provided by the Centre Technique de Coopération Agricole et Rurale (CTA) and the Commonwealth Foundation. [Organisations arranged in alphabetical order.]

There were 16 participants from 11 countries (Antigua and Barbuda, Barbados, Commonwealth of Dominica, Grenada, Guyana, Jamaica, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago) comprising members of the RFO-CU and its advisors, and a number of other leaders of national fisherfolk organisations.

The workshop provided fisherfolk with information on and analysis of relevant fisheries policy, management and research initiatives in the region as a precursor to the participatory development of a policy statement, highlighting four main areas in which fisherfolk identified the need for policy change or enhancement, or an improvement in public education and awareness and stakeholder consultation:

- Stakeholder participation;
- Common Fisheries Policy and Regime (CFP&R);
- Illegal, Unreported and Unregulated (IUU) Fishing; and
- Fisheries management and development.

This policy statement was presented by two members of the RFO-CU to the first meeting of the CRFM Ministerial Council on 16 January 2009 in St Vincent and the Grenadines. It was also distributed to the regional and national media, and opportunities were provided for interviews with members of the RFO-CU.

The workshop also provided the opportunity for the RFO-CU and its partners to:

- finalise its vision and missions statements,
- identify its strategic directions for the next five years;
- start drafting its operational plan and communications strategy for 2009; and
- enhance its mechanisms for networking.

The mission of the RFO-CU that was adopted is: *To improve the quality of life for fisherfolk and develop sustainable and profitable industry through networking, representation and capacity building.*

The vision statement that was adopted is: *Primary, national and regional fisherfolk organisations with knowledgeable members collaborating to sustain fishing industries that are mainly owned and governed by fisherfolk who enjoy a good quality of life achieved through the ecosystem based management of fisheries resources.*

The operational planning for 2009 focused on moving the RFO-CU forward in four of its key strategic objectives:

- To play a larger role in ecosystem-based management policy formulation and execution in collaboration with government and other stakeholders;
- To get members of fisherfolk organisations more knowledgeable at all levels by acknowledging weak points and building capacity for use within and outside the fisherfolk organisations; and
- To effectively network the RFO, national and primary fisherfolk organisations to share information, support decision-making; regional participation including for resource mobilisation.

The main outcomes of the meeting were:

- Better informed RFO-CU and fisherfolk leaders;
- Greater engagement of the RFO-CU in regional and national policy formulation;
- Greater public and Ministerial awareness of the RFO-CU and its objectives;
- A clearer collective sense of the RFO-CU's long- and short-term direction; and
- Enhanced networking within the RFO-CU and between the RFO-CU and its national partners.

## **1. BACKGROUND**

The CANARI / CRFM / UWI - CERMES Workshop on Regional Fisherfolk Organization Policy Influence and Planning was designed to contribute to two major programmes aimed at enhancing the input of fisherfolk into regional policy processes:

- (a) Institutional strengthening of the primary and national fisherfolk organisations in the Caribbean and the establishment of a regional network of national fisherfolk organisations. This initiative is coordinated by the Caribbean Regional Fisheries Mechanism (CRFM) with support from the Centre for Resource Management and Environmental Studies (CERMES), University of the West Indies (UWI).
- (b) The Marine Fisheries Management and Coastal Zone Communities in the Commonwealth project co-ordinated by the Commonwealth Foundation. This project seeks to mobilise the 53 nations of the Commonwealth as a platform to enable an improvement in the management of the world's coastal and marine fisheries and to raise awareness and build capacity among coastal communities. It seeks to explore and address the need for strengthened institutional arrangements, policies and capacities to deliver more effective governance of fisheries, strengthen resilience within vulnerable fisher communities and optimise the contribution that fisheries can make to national development. The project will specifically address the need for more effective trade and market measures, and address illegal, unreported and unregulated fishing (IUU). This will take forward a policy-focused agenda, engaging with UN policy processes including at the Food and Agriculture Organization, and linking with specific policy work in countries relevant to the development aid programmes of Commonwealth donors, such as Namibia, Sierra Leone and the island nations of the Caribbean and Pacific. The project will report its findings to the Commonwealth Heads of Government Meeting to take place in Trinidad and Tobago in November 2009.

It is also expected to contribute to and draw on a number of regional research programmes focused on marine governance, such as the Caribbean Large Marine Ecosystem and MarGov projects.

The workshop was facilitated by Sarah McIntosh of the Caribbean Natural Resources Institute (CANARI), with support from Patrick McConney, CERMES and Terrence Phillips, CRFM. Press relations were coordinated by Carmel Haynes, CERMES.

Sponsorship of the meeting was provided by the Centre Technique de Coopération Agricole et Rurale (CTA) and the Commonwealth Foundation.

The Fisheries Division of the Ministry of Agriculture, Forestry and Fisheries provided logistical and technical support through the use of its conference room and equipment.

## **2. WORKSHOP OVERVIEW AND OBJECTIVE**

The objectives of the Workshop were to:

- to provide fisherfolk leaders with up-to-date information on fisheries initiatives in the region so as to encourage their active participation in advancing fisheries policy recommendations; and
- to review the RFO-CU activities undertaken in the light of attainment of their goals and objectives, expected outputs and outcomes and prepare strategic and action plans, including a communication strategy and plan for the RFO-CU.



The expected outputs were:

- information on and analysis of relevant fisheries policy, management and research initiatives in the region;
- participatory development of a policy statement for presentation to the first meeting of the CRFM Ministerial Council on 16 January 2009 in St Vincent and the Grenadines;
- dissemination of the statement to the national and regional media;
- finalisation of the Regional Fisherfolk Organisation Coordinating Unit (RFO-CU) vision and mission;
- participatory identification of the strategic directions on which the Regional Fisherfolk Organisation Coordinating Unit (RFO-CU) should focus for the next 3 years; and
- development of a 2009 operational and communication plan and budget for the RFO-CU.

The expected outcomes were:

- better informed RFO-CU and fisherfolk leaders;
- greater engagement of the RFO-CU in regional and national policy formulation;
- greater public and Ministerial awareness of the RFO-CU and its objectives;
- a clearer collective sense of the RFO-CU's long- and short-term direction; and
- Enhanced networking within the RFO-CU and between the RFO-CU and its national partners.

The draft agenda for the workshop is attached at **Appendix 1**. Some changes to the order of certain presentations were made at the meeting to reflect perceived priorities, with these changes indicated in the report at the relevant sections.

#### **Box 1: Caribbean Regional Fisherfolk Organisation**

The Caribbean **Regional Fisherfolk Organisation (RFO) Coordinating Unit (CU)** for the establishment of a **CARICOM Network of Fisherfolk Organisations<sup>1</sup> (CNFO)** is an interim body, which was set up to:

- promote the establishment of National Fisherfolk Organisations (NFOs) in The Bahamas, Dominica, Grenada, Guyana, St. Kitts and Nevis, St. Lucia and St. Vincent and the Grenadines;
- develop and execute the work plan to establish the RFO as a permanent body;
- and develop a promotional strategy and action plan to create awareness among its various stakeholders. The CU currently comprises 5 members from fisherfolk organisations in Antigua and Barbuda, Barbados, Belize, Suriname and Trinidad and Tobago, with technical support persons being a Fisheries Extension Officer from Saint Lucia and a Senior Cooperative Officer from Grenada. Representatives from the CRFM Secretariat, UWI-CERMES and IISD were identified as advisors.

It is intended that the RFO should be formalised as a legal entity during 2009.

### **3. PARTICIPANTS**

Sixteen persons, representing national and primary fisherfolk organisations and support agencies (Fisheries Division; Cooperative Department) from 11 CARICOM countries (Antigua and Barbuda,

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<sup>1</sup> This name was recommended at the CRFM / CTA Training Workshop on Management, Communication and Advocacy for Fisherfolk Organisations, St. Lucia, 22 September - 3 October 2008 and adopted at the meeting. Prior to that the working name was Caribbean Regional Network of National Fisherfolk Organisations (CARNUFO) or Regional Fisherfolk Organisation (RFO).

Barbados, Commonwealth of Dominica, Grenada, Guyana, Jamaica, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, Suriname and Trinidad and Tobago) participated in the meeting. A full list of participants and resource persons is attached at *Appendix 2*.

## **4. WORKSHOP SESSIONS**

### **4.1 Opening Ceremony**

The workshop was launched with a short opening ceremony (see *Appendix 3* for programme and *Appendix 4* for speeches).

### **4.2 Welcome, Introduction and Logistics**

Although many participants knew each other, several were new to the process of RFO capacity building. The facilitator therefore asked participants to introduce themselves by stating either what positive change they hoped to see in Caribbean fisheries over the next five years or to provide a fisheries-related New Year resolution. Participants were also asked to outline their expectations for the meeting.

There was considerable overlap in terms of long-term goals and expectations and these are summarised in Boxes 2 and 3 below. Fisheries-related resolutions included:

- To resolve outstanding RFO issues
- To strengthen personal livelihoods
- To reduce piracy in the Corentyne river (Guyana) and get more licences to fish in Suriname
- To start getting fishers into decision making.

#### **Box 2: Five-year goals**

- Coastal zones not taken from fisherfolk
- Fishers receive a larger share of the pie
- Empowerment of Trinidad and Tobago fisherfolk from token to real
- Fisherfolk practice sustainable fishing throughout the region
- Fishing is perceived as a career; fisherfolk have a better standard of living
- Governments in the region appreciate the value of fishing to economy/more recognition from policy makers of contribution to livelihoods
- RFO sits with Ministers to make regional decisions
- Fishers and NFOs more empowered and educated
- Fishers become more involved; don't sit back
- Improved fisher capacity locally and regionally, driven from bottom up
- Implement harmonised fisheries regulations
- Full establishment of NFO in St Lucia

#### **Box 3: Participant expectations of the workshop**

- Involvement of all in shaping policy
- Communication tools
- Identify common areas / consensus
- Meet workshop objectives in full
- Full participation *and subsequent dissemination of information*

- Each group work as one with others
- Influence national / regional governments to understand importance of fisheries
- Regional fishers more informed
- ***Disseminate / educate own stakeholders after workshop***
- To gain more insight into fisheries issues to improve own inputs
- Commitment to implementing agreed communication strategies

The facilitator, Sarah McIntosh, noted that all the expectations lay within the objectives for the three days, with the exception of post-workshop activities (in bold italics), which participants would be responsible for making happen. She pointed participants to the handout on facilitation (see ***Appendix 5***), which provided guidelines for facilitation, as well as a yardstick against which they could evaluate the facilitator and resource persons. However, in the spirit of continuing to build RFO capacity for participatory planning and management, she asked participants to volunteer for the roles of morning and afternoon session chairs and reporters. A third role, colloquially known as “the maco”, was identified for each day to act as the sounding board for compliments and complaints with regard to logistical and administrative arrangements. Table 1 provides the results from this exercise.

Table 1: Volunteers for the roles of chairpersons, reporters and “macos”

Role	Tuesday	Wednesday	Thursday
Chair	Mitchell Lay	Joslyn Lee Quay	Huron Vidal
	Petronila Polius	Palma Gibson	Eocen Victory
Reporter	Emile Louis	McMillan Medard	Chester Languigne
	Bhawase C. Harripaul	Dexter Chance	Vernel Nicholls
Maco	Parmanand Sewdien	Glaston ‘Chris’ White	Winston Hobson

The facilitator then provided an overview of the workshop programme including anticipated activities and outputs. It was noted that most of the remainder of Day 1 would be dedicated to preparing an RFO policy statement to go forward to the Ministerial Council and an associated press release. To facilitate this process, a number of short background documents had been prepared (see ***Appendices 6 - 18***).

#### **4.3 Review of recent meetings, projects and topics on the draft Ministerial Council Agenda**

This session comprised introductory presentations based on the background documents, followed by discussions designed to identify issues that might be addressed in the policy statement.

##### **4.3.1 Co-management and participation in policy (*Appendix 6*)**

This topic was introduced by RFO-CU Coordinator, Mitchell Lay. It was noted that there is increasing support for participatory processes from a range of agencies. In addition to those mentioned in the document, the following could offer opportunities for increased fisherfolk participation in management or entry points for getting fisheries issues onto the wider policy agenda:

- National level fisheries policies often referred to Fisheries Advisory Councils or similar.
- Elections offer an opportunity to try and influence manifestos and policies. The livelihoods aspect of fisheries should be stressed in this context.
- National development plans often stress participatory processes.
- Donor agencies emphasis on participatory processes.
- GCFI Fishers’ Forum, which now forms part of the formal meeting.

## **Discussion**

It was noted, however, that there was still resistance to participation from some quarters. For example, in the case of Dominica, when a dispute arose over fishers from Martinique fishing in Dominican waters, and the National Association of Fisherfolk Cooperatives approached the Minister responsible for fisheries they were initially told that all fisher matters had to be passed to the Fisheries Division in order to secure his attention. In response, it was observed that when Antiguan fisherfolk had been sidelined, they had used escalating responses, including media involvement, to influence policy.

It was pointed out that there may still be the need to make use of established mechanisms (channelling messages through the fisheries authorities), as even though there was a move to more participation by stakeholders in the decision-making processes, the mechanisms to facilitate such participation were still not in place or being put in place. In addition, it was noted that there is a need for fishers to seek to participate in other sectoral fora which affect fisheries, such as those relating to tourism and coastal zone development.

There was consensus among fisherfolk that they now have the confidence to participate directly in ministerial meetings and similar settings and to represent themselves and would continue to build their capacity through experience.

### **4.3.2 RFO-CU activities (Appendix 7)**

The RFO-CU Coordinator addressed this topic by giving a brief outline of the recent activities of the RFO-CU. He particularly emphasised the benefit of the Fishers Forum being part of the formal GCFI programme and the fact that the RFO will be seated at the next Caribbean Fisheries Forum in April or May 2009. The workshop organisers indicated their intention to arrange a follow-up workshop for the RFO-CU shortly before the Forum with funding from the Commonwealth Foundation.

### **4.3.3 Matters listed for discussion on the draft Agenda for the Ministerial Council (Appendix 8)**

This topic was introduced by the Programme Manager, Fisheries Management and Development, CRFM, Terrence Phillips, who gave the matters listed for discussion on the draft agenda as:

- Common Fisheries Policy and Regime (CFP&R)
- Draft CRFM Second Medium Term Plan
- Draft declaration on Illegal, Unreported and Unregulated Fishing
- Draft CRFM Operations Manual
- Resource Mobilisation:
  - (i) CRFM / JICA formulation of a Master Plan on the Sustainable use of Fisheries Resources for Coastal Community Development in the Caribbean
  - (ii) EU-ACP Fish II Programme – Strengthening Fisheries Management in ACP Countries
  - (iii) CARICOM / Spain Technical Cooperation Project design for the Execution of a Diagnostic Study to Determine Poverty Levels in Fishing Communities in the CARICOM Region

He then gave an overview of the projects identified under resource mobilisation by providing information on their respective objectives and expected outputs and, in the case of the CRFM / JICA Project, the components (pelagic resource development and management, aquaculture development policy formulation, regional fisheries database development, support for community-based management (including sedentary resource management, education and training in the component fields in the CARICOM States) and approach to project implementation. It was noted that the EU-ACP and JICA

projects had been approved and were slated for start-up in 2009, while approval was being awaited for the Spain technical cooperation project. Participants were encouraged to learn more about these projects so that they could better participate in their implementation.

### **Discussion**

Participants pointed out that fisherfolk are mentioned as beneficiaries in these projects and as such ownership/buy-in should be developed from the national level. It was pointed out that fisherfolk organisations are often unaware of projects until they have been signed off on which implies a need to improve the consultative process at needs identification and design stages. Processes need to be developed to facilitate fisherfolk organisations' (FFOs) inputs, with their participation in the Forum being viewed as providing such an opportunity.

It was opined that there were lessons to be learnt in the development of a JICA/ Trinidad and Tobago (Tobago) fisheries project which did not go too smoothly.

#### **4.3.3.1 CRFM Second Medium Term Plan (MTP2) (Appendix 9)**

The Programme Manager then gave an overview of the draft CRFM Second Medium Term Plan (MTP 2) during which he mentioned the areas covered in the MTP2, such as the approach to developing it; its location in the national, regional and international context; strategic framework in which the CRFM operates and from which the Plan is derived; main elements of MTP2 and the corresponding projects associated with each programme area being addressed; outline of the mechanism for delivering the Plan; and the financial requirements. It was pointed out that MTP2 is an interim two-year arrangement while a more thorough evaluation would have to be made to review the strategy and develop a long term plan for CRFM. The Programme Manager stressed the importance of FFOs influencing the fisheries authorities in relation to the development of the plan.

### **Discussion**

Participants reviewed the more detailed content of each of the chapters in draft MTP2. A copy of the MTP 2 can be viewed on the CRFM website [www.caricom-fisheries.com](http://www.caricom-fisheries.com).

The following points were made during the discussions:

- Planners need to obtain fisheries and related data from fisherfolk whose knowledge is critical to the social and economic aspects.
- The assumption that chief fisheries officers present their positions to the FORUM after wide national consultations may not always be correct.
- Communication linkages between fisheries authorities and policy-makers on the one hand and fisherfolk on the other are weak, with insufficient direct communication between fisherfolk and policy makers.
- Many countries do not have approved national Fisheries Management Plans (FMPs) in place.
- Fisherfolk need to be more familiar with and become involved in the fisheries management planning processes in their countries. Strong FFOs can influence or drive the consultation process and as such they need to be more proactive.
- Fisheries authorities are often reluctant to release information to fisherfolk, including copies of the draft FMPs. In Antigua and Barbuda, for example, it was opined that the FMP was still in draft because the Fisheries Advisory Committee (FAC) had not been constituted, while in Dominica, the FFO is being told that the CRFM Secretariat was drafting the FMP.

- Fisherfolk need to have better knowledge of the Fisheries Acts and regulations governing fisheries in their countries, which would include the processes for the setting up of the FACs and preparation of the FMPs.
- Monitoring and evaluating projects needs to be seen as a means of learning how to do things better not as something negative that might damage the organisation's or individual's image; and it should be done in a participatory manner.
- When FFOs exert their rights, this can result in them being sidelined and marginalised by government, even if they purport to welcome fisherfolk participation.

#### **4.3.3.2 Draft Declaration on Illegal, Unreported and Unregulated (IUU) Fishing**

The Programme Manager made a presentation on the Draft Declaration on Illegal, Unreported and Unregulated (IUU) Fishing during which he mentioned the main international instruments for countries to implement effective fisheries management; definition of IUU fishing; effects of IUU fishing; need for effective monitoring, control and surveillance (MCS); approach to developing the Draft Declaration on IUU Fishing; the purpose for the Draft Declaration; issues relating to IUU fishing; critical issues facing fisheries administrations with respect to MCS; strategy for enhancing the effectiveness of MCS at the national and regional levels and the main elements of the strategy. The draft declaration has been circulated by the CARICOM Secretariat (CARISEC) to CARICOM member states but there has been no feedback to date.

#### **Discussion**

Participants reviewed both the background note (*Appendix 10A*), slide presentation (*Appendix 10B*) and the draft declaration itself.

It was stressed that IUU fishing in the region includes both foreign and local fishers and that the problem needs to be addressed at both the national and regional levels to make effective use of limited resources. The IUU declaration focuses mainly on encouraging compliance rather imposing sanctions. This would necessitate increased emphasis at the national level on monitoring, control and surveillance, with the involvement of the fisherfolk in the process.

The EU is introducing a requirement that imports of seafood must be IUU certified, which increases the urgency of getting the declaration finalised. However, even the draft declaration sends a signal globally that the region takes the problem seriously and is moving to do something about it; so perhaps EU would see this as a commitment.

Following on the general discussion, a detailed review of the draft Declaration was conducted to identify potential issues for the policy statement and the following points emerged:

- Governments should seek to determine the extent to which IUU fishing by non-regional fleets threatens the future of regional fisheries development.
- In SVG, the regulation to stop the sale of fish at sea for bait should be enforced.
- Illegal fishing by non-CARICOM vessels, under-reporting catch and over-reporting catch all work against CRFM country interests, so the IUU declaration needs to apply non-CARICOM fishers and locals in an equitable manner.
- Tighter controls on flags of convenience need to be put in place.
- IUU should be more clearly defined in the declaration and the text should have a greater compliance and public education emphasis.
- The IUU declaration does not make sufficient mention of the role of the fishing industry.

At the end of the discussions, there was consensus from participants that they endorse in principle the IUU declaration and recommend that CRFM Member States respond to the CARISEC following full consultation with their fishing industries regarding the details of the declaration.

This stimulated a discussion as to whether the RFO was recognised by governments in the region. It was acknowledged that granting the RFO a seat at the Forum strongly suggests recognition, but that NFO members would also be required to play a proactive role in further advocating for this. It was noted that the RFO still needed to establish its credibility through its actions. The representative from Suriname gave an example of how his organisation was instrumental in gaining recognition from the government by the way it represented its members' interests during the height of the fuel crisis.

#### **4.3.3.3 Common Fisheries Policy and Regime (CFP&R)**

This topic was introduced by the Programme Manager, Fisheries Management and Development. He asked for an indication of participants' prior knowledge of the CFP&R. Levels of knowledge varied; ranging from those who knew it well to people who were aware of it but lacked in-depth knowledge. It was suggested that a policy recommendation could be *that initiatives be taken to ensure the CFP&R becomes better known by FFOs*.

The Programme Manager informed the participants that the mandate for the elaboration of the CFP&R stemmed from a decision of the CARICOM Heads of Government at the 14 – 15 February 2003 meeting. He pointed out the consultative approach to developing the policy instrument; the contents such as the goal, basic principles to be followed to ensure good governance, key institutional arrangements for planning and decision making and administration of the regime; main issues to be resolved such as the Common Fisheries Zone, Management of the Zone and membership of the CFP&R, with some details being provided on these issues. He also mentioned the likely options for solving the issues; and the importance of having such an agreement on a common fisheries policy and regime for the region.

#### **Discussion**

Participants reviewed the background note (*Appendix 11*) and some copies of the full Draft Agreement.

During the presentation, it had been indicated that countries could adopt the agreement, but with reservations as there was a provision for this, which prompted participants to query whether it could then be considered a common policy. It was explained that there were precedents for such approaches in regional and international arrangements so long as the reservations did not undermine the overall policy.

It was noted that while countries were supposed to hold national consultations on the CFP&R, this did not occur in all cases and in those where consultations were held the approaches varied and were not always effective. It was suggested that there is a need for *common guidelines for national consultations and indicators to determine if the consultations were successful*.

In summary *participants endorsed the idea of a CFP&R but were against the Zone (if from 12 miles)* since most local fishers venture beyond this distance. It was noted that the RFO policy statement should also emphasise *the need to hold transparent national consultations*. It was mentioned that the EU-ACP Fish II Project is aimed at fisheries policy development and implementation so funds could potentially be sourced to develop the CFP&R under this initiative.

The representative from Suriname suggested that a more incremental approach could be taken to developing a common fisheries policy, with countries building on existing bilateral agreements which could then form the basis for the common policy.

#### **4.3.3.4 Participant topics for discussion**

The agenda made provision for participants to raise issues which they thought had implications for policy and the development of a policy statement. These included (with policy point in *italics*):

- Inadequate design of fish aggregating devices (FADs) which resulted in tankers in Saint Lucia cutting off FADs that was not radar-visible. This indicated a need for more *interaction and education/awareness building between shipping, maritime affairs and fishing industry stakeholders*.
- With regards the development of a JICA/Trinidad and Tobago (Tobago) fisheries project which did not go too smoothly, *it was suggested that similar problems are likely to arise when there is a common fisheries policy or RFO so the policy statement should urge governments to take the first essential step of legal and political recognition of the RFO*.
- Government authorities raise many questions before agreeing to recognise FFOs and provide tangible assistance, so *fisheries authorities should be urged to be more willing collaborators with FFOs*.
- It is unclear what is delaying the Trinidad and Tobago/Barbados agreement: *RFO urges the governments to reach an agreement swiftly*.
- Based on an experience from Dominica it was suggested that governments should have a policy on providing facilities for FFOs to meet as part of their commitment to civil society development, without any “strings attached.”
- Those in authority tend to look down at fishers and do not respect the FFOs, preferring to deal with individuals, so *the contribution of fishing and fisherfolk to the economy of the region needs to be emphasised more strongly*.
- The RFO needs to build the capacity of its members to self-organise but this should be *within an enabling policy environment*. However, members should bear in mind that over-dependence on government can constrain the independence of FFOs.
- In Guyana, piracy in the Berbice area is seriously affecting fishers’ livelihoods so they were able to lobby for *piracy to be made a ‘non-bailable’ offence. They were also opposed to VAT on some fisheries inputs*.
- *Improved mechanisms are needed for quality assurance and trade in seafood products.*
- *Fisherfolk risks in terms of health issues need to be addressed, including social security.*

#### **4.3.3.5 Other relevant regional initiatives**

Senior Lecturer, UWI - CERMES / Co-facilitator, Patrick McConney introduced the four topics shown below in which he outlined complementary initiatives taking place in the region. These provided useful background information for the strategic and operational planning exercise and opportunities for the RFO to play a role in project implementation.

- Caribbean Large Marine Ecosystem project (*Appendix 12*);
- Marine Resource Governance in the Eastern Caribbean Project (MarGov) (*Appendix 13*);
- Report of the symposium on marine ecosystem based management in the Caribbean (*Appendix 14*);
- Note on Laura Tabet’s research on fisherfolk organisations (*Appendix 15*).

## **4.4 Development of Policy Statement**

The policy statement for submission to the Ministerial Council Meeting was finalised in a plenary session on Day 2. The timing was dictated by the need to provide it to the CRFM Secretariat for tabling at the Meeting and the desire to have it circulated to the press well in advance of the meeting.



The policy statement was developed, based on policy issues that had arisen in earlier sessions. The participants also reviewed the Windhoek Commonwealth civil society statement on sustainable fisheries management for coastal communities in Southern Africa (see *Appendix 16*), developed at a similar Commonwealth Foundation-funded meeting in Namibia in May 2008 to identify common areas of concern.

The full policy statement is attached at *Appendix 17* and the press release at *Appendix 18*.

#### **4.5 Press Conference**

The policy statement was presented to the members of the print and television media. There were two questions relating to lobster shortages and illegal fishing. Copies of press coverage identified at the time of writing this report are attached at *Appendix 19*.

#### **4.6 Feedback on Day 1 Activities**

Before embarking on the strategic and action planning, the Day 1 reporters provided their feedback on the key points which had emerged from the previous day's presentation and discussion. In their presentation, they noted the gap between stated policy on fisherfolk participation and the reality (token). They opined that there was need for genuine recognition of the RFO and NFOs by the government and regional agencies and their involvement in the governance structure and discussion on the regional fisheries policy. They also were of the view that the RFO should establish a stable headquarters with assistance from governments. It was noted that there is a need to accelerate resolution of bilateral disputes.

The "maco" stated that participants were generally satisfied, except that several people found that the pace was too fast for first-timers to absorb all the information that had been presented; the constraints imposed by the need to finalise the policy statement and press release by mid-morning on Day 2 had hindered in-depth discussion; document headings could be clearer on the handouts; and side discussions between participants were distracting. The last was addressed by participants making one of the ground rules for the meeting not to engage in side discussions and to respect and listen to the speaker.

#### **4.7 Vision and Strategic Planning**

##### **4.7.1 Overview of strategic planning**

This session was introduced by the co-facilitator who referred participants to the handout on strategic and action planning (see *Appendix 20*). He explained that the remainder of the workshop would be dedicated to:

- Development/finalisation of a vision for the RFO, a vision for the fisheries industry in 2010 and the mission;
- Identification of strategic objectives and activities based on vision elements, and taking into account the need to build on current opportunities and strengths and address challenges and weaknesses;
- Development of an action plan for 2009, based on a series of sub-exercises (quarterly planning; identification of resources, timelines and milestones; and an annual budget).

Although the time available was short, the objective was to ensure that as many outputs as possible were produced during the workshop and that the RFO-CU felt sufficiently comfortable with the proposed approach to planning that it would be able to complete the final outputs shortly after the meeting.

#### 4.7.2 Overview of vision and mission

The facilitator then referred participants to the handout on vision and mission (see *Appendix 21*) and identified three vision statements that might provide a basis for the development and finalisation of the RFO vision:

##### **CRFM vision**

*The sustainable use of the fisheries and aquaculture resources in and among member states, by the development, management and conservation of these resources in collaboration with stakeholders to the benefit of the people of the Caribbean region.*

##### **Draft Common Fisheries Policy**

*Participating States cooperating and collaborating in conservation, management and sustainable utilisation of the fisheries resources and related ecosystems for the welfare and wellbeing of the people of the Caribbean.*

##### **RFO vision extracted from the draft Saint Lucia workshop report**

*Our vision as Caribbean fisher folk organisations is to be the best we can be as we improve the lives of our members and contribute to the environment in which we function.*

The facilitator suggested that the RFO vision did not fully meet the criteria for an effective vision statement which should vividly describe the ***destination of the group's work together*** over the ***long-term*** and provide ***a guiding image of success***. She also suggested that the RFO should consider whether it needed a vision for the industry as a whole as well as for the organisation itself. However, she noted that there were many vision elements that had emerged either from the discussions the day before or from those at earlier meetings, including:

- Value of monitoring and evaluation fully understood by all stakeholders
- Guidelines for effective regional and national consultations and participatory processes developed
- Harmonised and coordinated project development with improved fisherfolk input into design
- Capacity for participation of all key stakeholders enhanced
- Sustainable financing for FFOs
- Well-structured organisations
- Gap bridged between intention of policy statements with regard to fisherfolk (participation, improved livelihoods) and reality;
- Relationship between fisheries officers and RFO/NFOs converted to partnership with good two-way flow of information and shared rights and responsibilities
- Direct representation of fisherfolk in policy and project development
- Fisherfolk influencing policy in related sectors such as tourism and agriculture
- Effective network of FFOs, including:
  - Sub-committees at the regional level
  - Process in place for selection of members
  - Effective communication mechanisms
- Operating under legal framework for co-management, including
  - Surveillance and monitoring
  - Well-supported organisations (by their members)
  - Strong partnerships with individuals and organisations within and outside the industry

Participants agreed with her analysis of the RFO vision statement and explained that this statement was just the output of one small group's deliberations at the Saint Lucia workshop. There had not been time to reach consensus on the vision at that workshop as the focus had been on the mission.

The facilitator then introduced to those participants who were not present at the Saint Lucia workshop the RFO mission statement that had been developed there:

*To improve the quality of life for fisherfolk and develop sustainable and profitable industry through networking, representation and capacity building.*

#### **4.7.3 Development / refining of RFO vision and mission**

Participants were then divided randomly into three small groups to work on the vision and mission exercise outlined in the handout attached at **Appendix 22**. Groups had about an hour to work on the exercise and then reported back to a plenary session.

Before reporting, participants were asked how they had found the process of working in small groups and there was a general consensus that small groups facilitate a different approach to problem solving, with greater potential for everyone to have a voice in a short space of time.

No group had had time to address all three questions but there was a general consensus that the mission did not need any changes. The suggested vision statements from the groups were:

##### **Group 1**

*Our vision as Caribbean fisherfolk organisations is to have educated members with a good quality of life using all available resources in improving the livelihood and contributing in a positive and sustainable way to the environment in which we function.*

##### **Group 2**

*Ecosystem based management of fisheries resources of the region, contributing positively to the national economies and improving the quality of life of stakeholders as well as the conservation of resources for future generations.*

##### **Group 3**

*Primary, national and regional fisherfolk organisations collaborating meaningfully to sustain fishing industries that are mainly owned and governed by fisherfolk whose quality of life will remain high through the responsible development, management and conservation of fisheries resources in collaboration with govt and other stakeholders.*

Group 3 also noted that their vision statement encompassed the following values: collaboration; ownership; independency; unified; quality of life; sustainable use/management; and conservation.

##### **Discussion**

The following points were made during the discussions following each group's presentation:

- Group 1's focus on 'educated members' triggered a discussion on the whole concept of "education" (normally taken to mean formal education) in relation to fisherfolk and the roles and values attached by Caribbean societies to formal and informal learning. It was noted that traditional and practical knowledge is often under-valued in comparison with academic learning which may have little relevance for a fisher. However, some participants disagreed, noting that basic literacy and numeracy were needed to optimise livelihood opportunities.

- Much of Group 2's discussion had revolved around the use of the term "ecosystem-based management (EBM)", which was new to several group members, who were more familiar with the concept of "co-management". However, it was agreed that EBM encompasses co-management as it is an integrated approach to management that considers the entire ecosystem, including humans.
- Fisherfolk were learning about visions and missions through practice.
- Fisherfolk needed to develop life skills for their own good.
- Relevant knowledge and skills were needed.

The co-facilitator then suggested that these three statements were complementary and provided the basis for a single statement that would eliminate the need for separate RFO and industry vision. He suggested the statement below (see Box 4) and, following discussion, there was consensus that this should become the RFO vision, subject to the buy-in of absent RFO-CU members and the organisations they represent.

#### **Box 4**

##### ***RFO vision for 2010***

*Primary, national and regional fisherfolk organisations with knowledgeable members collaborating to sustain fishing industries that are mainly owned and governed by fisherfolk who enjoy a good quality of life achieved through the ecosystem based management of fisheries resources.*

Based on this statement, the co-facilitator noted the following vision elements:

1. Knowledgeable FFO members at all three levels
2. Collaboration of FFOs at and among all three levels
3. Fisherfolk beneficial ownership of fishing industries
4. Fisherfolk empowered in fisheries governance
5. Good quality of life for fisherfolk
6. Institutionalise EBM of fisheries resources.

#### **4.7.4 Determining the strategic objectives and activities to achieve the vision**

Participants were then asked to brainstorm the key strategic objectives and activities that would take the RFO from where it is now to its vision for 2010. This produced a list of 10 objectives / actions which participants then ranked, using a system where each participant individually listed his or her three top preferences. This resulted in the following ranked list.

<b>Box 5</b>	<b>Prioritisation</b>
<b>Strategic objectives / activities</b>	<b>By voting</b>
1. To play a larger role in EBM policy formulation and execution in collaboration with government and other stakeholders	11
2. Educate (get knowledgeable) members of FFOs; get members to acknowledge weak points	7
3. Get funding [mobilise resources] also from agencies other than government	5
4. Networking: linking PFOs / NFOs sharing information [collaboration among FFOs; support decision-making; regional participation]	5
5. Acquisition and dissemination of information; collecting database information;	4
6. Build relevant fisherfolk capacity, externally and within organisation	4
7. Improve earning ability from fishing and other livelihood opportunities	3
8. Lobby, communicate, advocate	2

9. Constant evaluation and monitoring [of progress towards vision at all 3 levels, including adjusting, adaptive management]	2
10. [Local] community involvement	0

The facilitator then introduced the small group exercise (see *Appendix 23*) in which groups would work with the three top strategic priorities to identify:

- the external positive trends (opportunities) and RFO strengths on which they could build and that would contribute to effective implementation;
- the external negative trends (challenges) and RFO weaknesses that might need to be addressed in order to achieve the strategic objective; and
- the financial and other resources and capacity building that would be needed to achieve the strategic objectives.

Following discussion, there was some re-crafting of the objectives and for the purpose of the subsequent small group exercise, it was agreed that Items 3 and 4 could be combined. Participants then selected the group in which they would most like to work, with a few ‘floaters’ (people who were happy to work in any group) being allocated to achieve balance. This resulted in the following:

#### **Group 1**

*To play a larger role in EBM policy formulation and execution in collaboration with government and other stakeholders*

Parmanand Sewdien (moved to Group 3 for 2<sup>nd</sup> part of exercise), Vernel Nicholls, Mitchell Lay, Joslyn Lee Quay, Eocen Victory.

#### **Group 2**

*Networking RFO/NFOs/PFOs to share information, support decision-making; regional participation including for resource mobilisation*

McMillan Medard, Bahawse Harripaul, Palma Gibson, Petronila Polius, Glaston ‘Chris’ White.

#### **Group 3**

*Get members of FFOs knowledgeable at all levels by acknowledging weak points and building capacity for use internally and outside FFO*

Winston Hobson, Emile Louis, Chester Langaigne, Huron Vidal, Jennifer Cruickshank, Dexter Chance, plus Parmanand Sewdien for the second part.

As a result of time constraints and the desire to complete this exercise on day 2, groups only spent about 45 minutes working on the exercise, which meant that none of them had completed the full exercise, although all had had an opportunity to review the positive trends/opportunities/strengths and the challenges / weaknesses. The results are shown below:

**GROUP 1:** *To play a larger role in EBM policy formulation and execution in collaboration with government and other stakeholders*

#### **STRENGTHS / OPPORTUNITIES**

- Evolving environment towards good governance/stakeholders participation.
- Fisherfolk are now being recognised by other partners and as such they are willing to provide funding. Invited to participate in workshops.
- Recognition of the Caribbean Sea as a Special Area.
- CRFM provides a means of influencing policies

- Major projects like CLME, CRFM / JICA Master Plan Development, etc., addressing stakeholders' participation.
- Developing a cadre of fisherfolk leaders.
- Skills.

### **WEAKNESSES**

- Fisheries not in the main stream.
- Communication, advocacy
- Inadequate capacity in fisherfolk organizations
- Insufficient awareness of the importance / value of fisheries
- Geographical separation of the countries involved.
- Inadequate capacity in leadership / negotiating skills

**GROUP 2** *Networking RFO / NFOs / PFOs to share information, support decision-making; regional participation including for resource mobilisation*

### **STRENGTHS**

- Better equipped and trained fisherfolk; Local literacy programmes.
- Committed individuals; young fishers training.
- Strong leadership (informed) (RFO, NFO, PFO)
- Current initiatives in building capacity.
- Governmental support and incentives in the fishing industry.
- Availability and accessibility of funds/data.
- Improved technology; boats, computers, etc.

### **WEAKNESSES**

- Resistance to change.
- Educational level (low)
- Meeting attendance (low)
- Unavailability of meeting place
- Fishers not involved in decision making (main stream)

### **TRAINING / CAPACITY BUILDING NEEDS**

- Literacy
- Safety at sea
- Hygiene
- Quality control
- Computer literacy

### **RESOURCES (HUMAN) NEEDED**

- Fisheries Officers
- NFO representatives (?)
- Trained educators
- Marine Police and Coastguards

**GROUP 3:** *Get members of FFOs knowledgeable at all levels by acknowledging weak points and building capacity for use internally and outside FFO*

### **POSITIVE TRENDS [STRENGTHS]**

- Increasing availability of grant funding from non-governmental sources opens the way for 'no-strings' start up and operating financing of RFOs, NFOs and PFOs
- Emergence of a core of capable leaders from within FFOs

### **NEGATIVE TRENDS [WEAKNESSES]**

- Opposition/resistance to change by some policy makers and public servants
- Induced low self esteem of fisherfolk resulting in self doubt and "in-fighting"
- Not yet at full membership

## **HUMAN RESOURCES**

Articulate, committed, honest, team-conscious, fearless, experienced leaders of FFOs

## **TRAINING / CAPACITY BUILDING NEEDS**

- Computer Literacy
- Business and organisation management

## **OFFICE COST, EQUIPMENT, MATERIALS ETC.**

- Usual

## **ESTIMATED COST OVER 3 YEARS**

- US \$1,000,000.00

### **4.8 Reflections on Day 2**

The reports on Day 2 highlighted the value of:

- having completed a vision statement that would set the stage for the way ahead and communicate to others what the RFO is all about;
- having developed a policy statement which would contribute to the RFO's views being taken seriously;
- working in small groups and teams in order to achieve more in a short space of time.

One participant expressed concern that the media had not posed more questions about the policy statement and seemed concerned instead about issues of poaching between countries. This stimulated a more general discussion about communication and media relations, with the point being made that the media are primarily looking for material that will help to sell newspapers/TV advertising time, so press releases need to be written with that in mind.

The “maco” noted the excellent levels of participation throughout Day but noted participants’ regret that they were not getting any typical Vincy food, such as black fish and provision, for lunch.

### **4.9 Organisation and Structure**

The background to the development of the RFO-CU at an earlier capacity building workshop was outlined for participants who had not taken part in previous workshops. The RFO-CU coordinator stated that the RFO-CU would like to co-opt a couple of people from the workshop to assist in implementing the programme of activities. The following persons expressed a willingness to serve:

- Huron Vidal
- Dexter Chance
- Winston Hobson
- McMillan Medard
- Glaston “Chris” White

The facilitator then outlined some of the advantages and disadvantages/challenges of moving to a more formal structure. She noted that becoming a legal entity:

- would be essential to access some forms of funding;

- increases the organisation's credibility with donors, members and other potential supporters;
- forces the directors to consider certain important aspects of governance (e.g. how records will be kept, how they will account for monies received and spent, how the board or committee will be elected).

The challenges would relate mainly to the fact that the RFO is regional organisation, but it appears as though it is not currently possible to be registered as a regional legal entity. Therefore, if the organisation were registered in a single country and hold a bank account there, complications might arise when the board changed and the chair and treasurer were in another country.

The consensus was that it was important to register the organisation legally and set up a bank account, with either Saint Lucia or Belize being the most likely location. The organisation would probably be structured either as a cooperative or a non-profit company. This was carried forward as an action for inclusion in the operational planning.

The co-facilitator then recalled the various different types of network structures and related trade-offs (see *Appendix 24*). Subsequent discussions indicated that the current network appeared to be something of a hybrid, so RFO members were urged to give this further consideration as the RFO moves towards adopting a more formal structure.

## **4.10 Operational Planning for 2009**

### **4.10.1 General**

The co-facilitator introduced the three worksheets he had developed (see *Appendices 25 - 27*) for operational planning for 2009. It was noted that although there would not be enough time to complete all of these during the workshop, the templates could guide the RFO in its completion of the operational plan for 2009. It was agreed that the focus for the rest of the meeting would be on starting the action planning worksheet. Members of the RFO-CU would then continue to work on the operational plan and annual budget with a view to making significant progress before the next meeting (see Section 4.12.1). It was suggested that funds could be sought for a small group to meet and finalise the plan or that it could be done at the proposed pre-Forum meeting. The entire workshop worked collectively on a quarterly action plan to implement the strategic directions (Table 2).

### **4.10.2 Completion of action planning worksheets**

Participants then returned to their groups and started the process of completing the action planning worksheets for their selected focal area. The groups then reported back on their suggestions as shown in Table 2, 3 and 4 overleaf. There was broad consensus on the activities selected but agreement that they needed to be refined, particularly in terms of cost and identification of resource persons who could support the implementation.



**Table 2: Quarterly Action Plan to Implement Strategic Decisions**

Strategic directions	2009 quarterly action / operational plan main accomplishments			
	Q1	Q2	Q3	Q4
1. To play a larger role in EBM policy formulation and execution in collaboration with government and other stakeholders	1.1.1 systems in place for communication enhancement between RFO and NFOs including speed and directions	1.2.1 prepare for and participate in the Caribbean Fisheries Forum	1.3.1 (develop deeper understanding about what EBM is and share widely with all FFOs)	1.4.1 prepare for and participate in GCFI
	1.1.2 collating ecosystem scale resource valuation and economic data and disseminating it to people through the NFOs	1.2.2 collating ecosystem scale resource valuation and economic data and disseminating it to people through the NFOs	1.3.2 collating ecosystem scale resource valuation and economic data and disseminating it to people through the NFOs	1.4.2 collating ecosystem scale resource valuation and economic data and disseminating it to people through the NFOs
2. Get members of FFOs knowledgeable at all levels by acknowledging weak points and building capacity for use internally and outside FFO	2.1.1 obtain skills to coordinate and guide a capacity development needs (rapid) assessment for RFO, NFOs, PFOs	2.2.1 coordinate and guide a capacity development needs (rapid) assessment for RFO, NFOs, PFOs	2.3.1 coordinate and guide a capacity development needs (rapid) assessment for RFO, NFOs, PFOs	2.4.1 communicate the results, lessons learned and decisions from the capacity development needs (rapid) assessment for RFO, NFOs, PFOs
	2.1.2 plan and organise training in leadership and negotiation skills	2.2.2 implement training in leadership and negotiation skills	2.3.2 implement other training coming out of needs assessment	2.4.2 implement other training coming out of needs assessment
3. Networking RFO/NFOs / PFOs to share info, support decision-making; regional participation including for resource mobilisation	3.1.1 agree to and complete the formation (structure, functions and governance) of the RFO, , involving its members and its components	3.2.1 agree to and complete the formation (structure, functions and governance) of the RFO, involving its members and its components	3.3.1 agree to and complete the formation (structure, functions and governance) of the RFO, involving its members and its components	3.4.1
	3.1.2 finalise the RFO scheduled work plan and budget for 2009	3.2.2 develop simple systems for participatory monitoring and evaluation (PM&E) of RFO-guided activities	3.3.2 develop sets of lessons to share among FFOs at all levels and countries	3.4.2 develop business networks for trade and commerce

**Table 3: GROUP 1 Strategic direction:**

1. To play a larger role in EBM policy formulation and execution in collaboration with government and other stakeholders

**SMART objective / activity:**

*1. Systems in place for communication enhancement between RFO and NFOs including speed and directions by 31 March 2009*

Activity or task to achieve strategy / objective	Leader & team	Schedule & milestones	Resources required	Budget (\$US)
Develop a RFO web site including maintenance arrangements for it	ML with NN	Start = 19 January Mile = design concept circulated by 28 February End = 31 March	Good models to follow Computer, programmer Information for content Funds for design services Hosting and maintenance	0.00 In kind In kind ??? ML ??? ML
Establish Skype communication among key persons	JLQ	Start = 19 January End = 28 February	Computer with broadband Skype credit for land line Headsets or Skype phone	In kind? 1000.00? 1000.00?
Expand membership of RFO Yahoo group to include all NFOs and key PFO leaders	NN with VN	Start = 19 January Mile = End = 31 March	Computer with internet Directory of addresses NN and VN time	In-kind In kind In -kind
Establish and maintain a cell phone and email directory of NFO leaders and members	GW with WH	Start = 19 January Mile = draft directory circulated by??? End = 31 March	Computer ( internet café) Cell phones with credit GW and WH time	100.00 100.00 In kind
Produce and circulate newsletter quarterly	NN with NFO leaders JLQ PP	Start = 19 January Mile = End = 30 April	Computer with internet Software NN, PP and JLQ time Information from NFOs Directory of addresses Stationery for NFOs	BFCA in kind BFCA in kind BFCA in kind ??? (from above) In kind

<b>Table 3: GROUP 1 Strategic direction:</b> 1. To play a larger role in EBM policy formulation and execution in collaboration with government and other stakeholders				
<b>SMART objective / activity:</b> <i>1. Systems in place for communication enhancement between RFO and NFOs including speed and directions by 31 March 2009</i>				
Example Use internet to identify sources of grants for FFOs in the Caribbean	M. Lay with J. Lee Quay P. Polius	Start= 9 February 2009 Mile = 5 donors by 31 May End = 30 June 2009	Computer systems High speed internet Stationery supplies	In-kind US\$30/month x 3 US\$50 total x 3
<b>Strategic direction:</b> 1 To play a larger role in EBM policy formulation and execution in collaboration with government and other stakeholders				

<b>Table 4: GROUP 2 Strategic direction:</b> 2. Get members of FFOs knowledgeable at all levels by acknowledging weak points and building capacity for use internally and outside FFO				
<b>SMART objective / activity:</b> 2.1.1 obtain skills to coordinate and guide a capacity development needs (rapid) assessment for RFO				
Activity or task to achieve strategy / objective	Leader and team	Schedule and milestones	Resources required	Budget (US\$)
1. Identify and select resource personnel	Petra Chester Joslyn	Start 26 January Milestone: resource persons identified by End: 31 March	CERMES CRFM CANARI Project team	In kind In kind In kind In kind
2. Participatory development of methodology by RFO-CU and identified resource persons	Petra Chester Joslyn	Start 26 January Milestone: resource persons identified by End: 31 March	Resource person (1 day)	\$500
3. Administering / conducting assessment	Petra Chester Joslyn	Start 1 April Milestone: draft report by 15 April End: 30 April	Resource persons (5days)	\$2500
4. Identify resource person to design and deliver training of 10 NFOs (20 people) to conduct rapid needs assessments through a regional workshop	Petra Chester Joslyn	Start: 1 May Milestone: Person contracted End: Training complete and report 15 July	Fisheries Divisions and Coops assistance (technical and financial support)	dd

<b>Table 5: GROUP 3: Strategic direction:</b>				
Networking RFO / NFOs / PFOs to share information, support decision-making; regional participation including for resource mobilisation				
<b>SMART objective / activity:</b>				
Agree to and complete the formation (structure, functions and governance) of the RFO, involving its members and its components by 31 March 2009				
Activity or task to achieve strategy / objective	Leader and team	Schedule and milestones	Resources required	Budget (US\$)
1. Establish RFO governance and start-up administrative structure	Coordinating Unit	Start = 19 January Mile = 1 <sup>st</sup> GM and elections by 28 February End = 31 March	Venue rental Travel and subsistence Directors' fees (annual)	In kind 11,000.00
2. Source administrative office; determine the location of the headquarters office	RFO manager with CRFM	Start = February End = April	Real estate agency fee Architect, engineer etc.	???
3. First annual work plan and budget	RFO manager with CANARI	Start= February End = April	Price shopping (costing) Broker (for shipping)	???
4. Recruit RFO staff (Office Manager and Admin. Asst.) [group disagreement on necessity depending on RFO-CU levels of volunteerism and relationship with NFOs]	RFO CU leader with members	Start = February End = April	Advertisements for posts	???
5. Investigate mechanisms for, and set up, sustainable financing for RFO	RFO elected board with CANARI	Start = March End = June	CANARI consulting CERMES (if free outreach)	5,000.00

#### 4.11 Communication Strategy and Plans

Communication Officer, MarGov Project, UWI-CERMES, Carmel Haynes gave a quick overview of the communication capacity building that had taken place to date and introduced the background paper on Communication Strategy and Action Planning (*Appendix 28*). A lively discussion ensued on the most effective approaches to addressing opposition from both internal and external sources. The matrix below was started to illustrate the need to identify relevant stakeholders and develop strategies to overcome or mitigate their opposition and enhance support from others.

<b>Activity: Communication enhancement between RFO and NFOs including speed and directions</b>			
<b>Allies (Collaborate With)</b>	<b>Opposers (Defend Against)</b>	<b>Interested Parties (Keep Informed)</b>	<b>Indirect Associates (Monitor Activities)</b>
NFOs (especially their secretaries)	Ministers of agriculture who perceive other stakeholders as more important	Potential and actual international and regional donors and technical agencies	Communication providers (concerning rates and levels of service)
Communication providers (internet, phone) as service sponsors	Anti-organisation fish buyers (vendors and processors)	General public	Postal service
Fisheries Divisions as intermediaries	Employers of NFO staff (on occasion)	Ministers of agriculture who are pro-fisheries	
Cooperative Departments as intermediaries			
PFOs (especially their secretaries)			
CRFM Secretariat			

### **Discussion**

It was noted that many proposed interventions are really just addressing the symptoms and that there is also a need to identify and address the root causes of apparent opposition. It was agreed that the development of the communication strategy and action plan for 2009 should form part of the RFO-CU's action planning exercise.

## **4.12 Close and Evaluation**

### **4.12.1 Next Steps**

It was agreed that RFO and CRFM would discuss whether additional external funding could be sourced to convene a meeting of the RFO-CU at end of February to facilitate the completion of the 2009 operational and communication plan.

The facilitator indicated that the Commonwealth Foundation had agreed in principle to fund a second meeting in the run up to the CRFM Forum meeting, which is scheduled for late April or early May. It was agreed that this meeting should be a smaller one, held mid-end March, to focus on completion / review of the operational and communications plans for 2009 and preparations for future policy influence, including RFO representation at the Forum.

It was also noted that there are several potential sources of small grant funds available to the RFO-CU for immediate application, including GCFI and the Commonwealth Foundation's small grants under its *Marine Fisheries Management and Coastal Zone Communities in the Commonwealth* project.

#### **4.12.2 Oral Evaluation**

Participants were encouraged to give oral feedback on the workshop as well as complete the written evaluation form. Feedback was generally positive but included some very useful pointers for the facilitators in terms of preparation and dissemination of information and material. Comments included:

##### **General**

- Some information was new, particularly to those participating for the first time, and they learned a lot, “walking instead of creeping”.
- Workshop was a real learning experience about regional initiatives.
- Workshop helped participant to build confidence and assume greater leadership.
- The Fisheries Division, St. Vincent and the Grenadines was complimented for supporting NFO formation.
- Satisfaction with the high level of enthusiasm and participation.

##### **Provision of information**

- The time was well spent but there was information overload at certain points. Participants needed more time to listen and understand and also to reflect and respond to information.
- The 2-page handouts were useful but came too late and collectively provided too much information for participants to process in advance (or even at the meeting). On a positive note, several participants had printed out and brought the information with them.

##### **Capacity building needs identified**

- Leadership and negotiation
- In-depth understanding of EBM, and networking (e.g. RFO-NFO-PFO)
- Project proposal preparation
- Fundraising

This session also provided an opportunity to discuss with participants how they proposed to disseminate information and lessons learned to their own members and partners. Most said they would be sharing it at regular NFO and PFO meetings and it was noted that it would be important to receive the workshop report as soon as possible. The RFO-CU advisers from the Fisheries and Cooperative Departments will also be preparing their respective reports and encouraging fisherfolk to engage in advocacy to influence policy decisions.

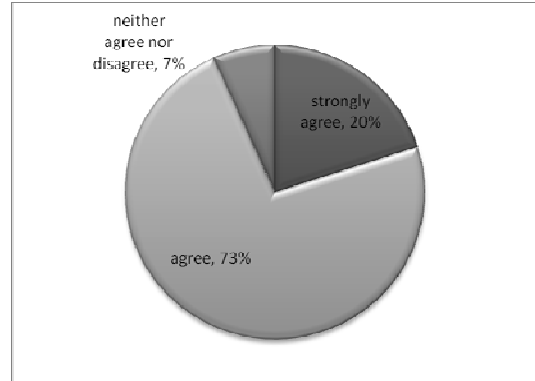
#### **4.12.3 Written Evaluation**

Fifteen participants, one of whom was non-fisherfolk, answered most of the questions below.

To what extent do you agree with the statement below? (circle the number of the response closest to your opinion)

The background notes provided me with enough information to understand the context for the policy and planning sessions.

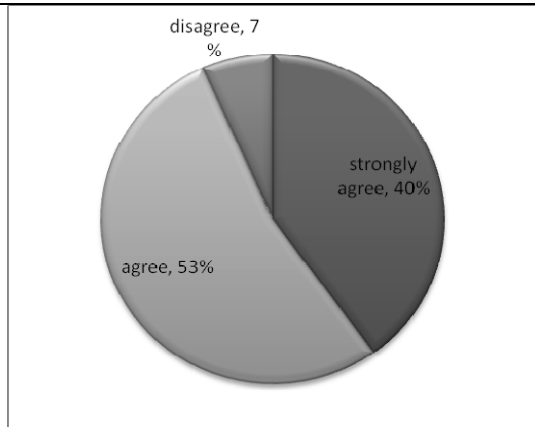
*Results: 73% of participants agreed that the notes provided sufficient background information, 20% strongly agreed and one person (7%) was neutral*



To what extent do you agree with the statement below? (circle the number of the response closest to your opinion)

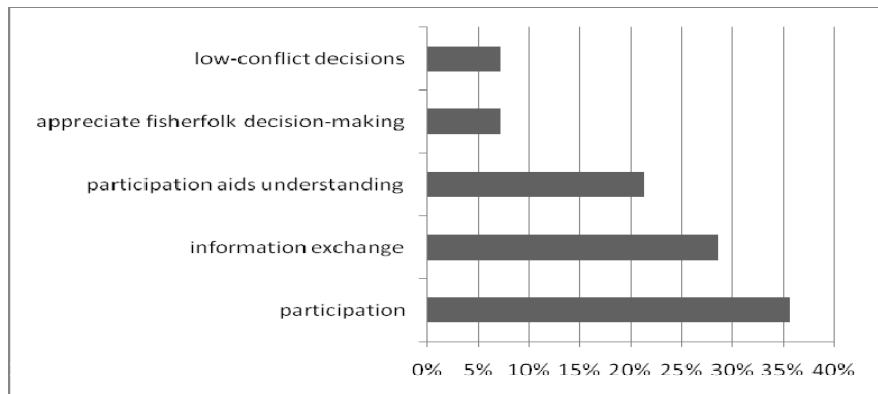
The plenary and small group sessions provided me with enough opportunities to contribute to developing the vision and mission for the RFO, and its strategic, action and communication plans

*Results: 53% of participants agreed that the sessions provided sufficient opportunity, while 40% strongly agreed and one person (7%) disagreed*



What did you **LIKE MOST** about the **plenary and small group** sessions?

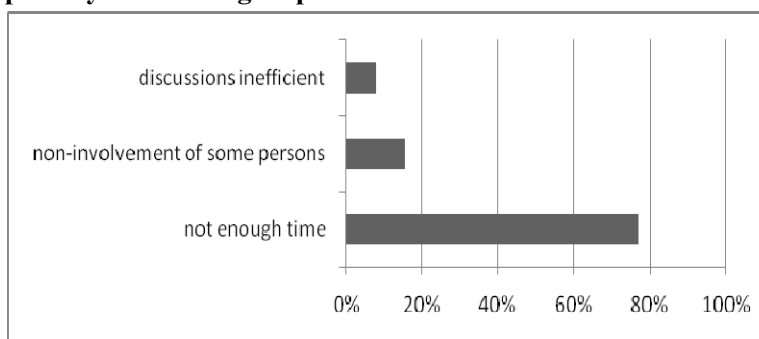
*Results: The most liked features were interaction and participation, with a few people saying specifically that participation aided understanding. Others appreciated fisherfolk decision-making and being able to reach decisions without conflict.*





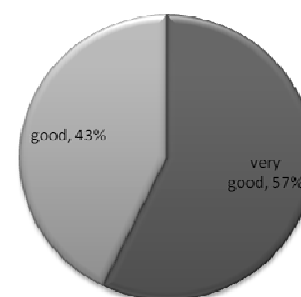
### What did you **LIKE LEAST** about the **plenary and small group** sessions?

*Results: There was overwhelming agreement that there was not enough time as participants felt rushed and unable to sufficiently digest and reflect upon the large volumes of new information and processes. Few people did not like uneven levels of participation and the inefficiency of some discussions.*



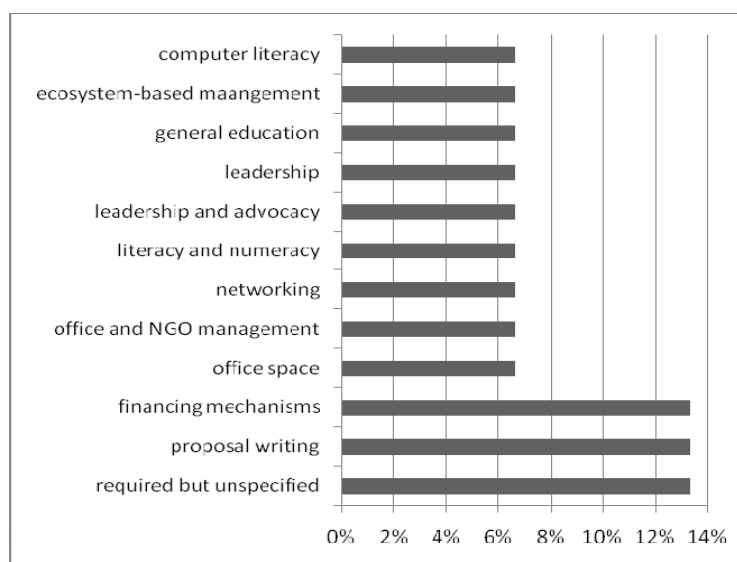
In terms of quality of experience, as time well spent, what **overall rating** would you give the workshop as a whole? (circle the number of the response closest to your opinion)

*Results: 57% of participants found the workshop to overall be a very good experience, while 43% thought it was good*



### What **priority** capacity building does your organisation need that might be assisted by CRFM Secretariat or CERMES or CANARI?

*Results: several participants did not specify the capacity development that was priority, but the most demanded concerned project proposal writing and financing, followed by administration, education for organisation members and leadership training. Some also wanted computer literacy training and to better understand ecosystem-based management (EBM)*



## Appendix 1: Draft Workshop Programme

Schedule	Activity
<b>Monday 12 January</b>	Participants and resource persons arrive
	Participants receive workshop materials
<b>Tuesday 13 January</b>	<b>Fisherfolk policy workshop</b>
0830	Opening ceremony (see separate programme)
0915	Break
0930	Review topics on Ministerial Council agenda, make fisheries policy recommendations (flexible timing)
1115	Review recent meetings and relevant projects, make fisheries policy recommendations (flexible timing)
1230	Lunch
1330	Review issues from fisher folk experience, make fisheries policy recommendations (flexible timing)
1515	Break
1545	Prepare fisherfolk policy statement for communication to media and ministers
1630	Close of session
1700 - 1900	Social networking with local fisher folk (to be confirmed)
<b>Wednesday 14 January</b>	<b>RFO strategic planning workshop</b>
0830	Opening reflections
0900	RFO vision, mission, challenges and opportunities (flexible timing)
1000 - 1030	Break and media briefing with presentation of fisherfolk policy statement
1030	RFO vision, mission, challenges and opportunities (flexible timing)
1230	Lunch
1330	RFO strategic directions and key actions (flexible timing, break included)
1700	Close with reflections
<b>Thursday 15 January</b>	<b>RFO action and communication planning workshops</b>
0830	Opening reflections
0900	RFO quarterly action plans for 2009 (flexible timing, break included)
1230	Lunch
1330	RFO quarterly communication plans for 2009 (flexible timing, break included)
1630	Closing reflections and workshop evaluation
1730-1830	RFO-CU Business Meeting: (s)elections for 2009, immediate action items, other matters
<b>Friday 16 January</b>	Some participants and resource persons depart; optional fish landing site visits
0830 - 0930	RFO-CU small group preparation of press release on entire workshop and plans
1000	Press release to media on RFO strategic, operational and communication plans
Uncertain	RFO-CU participants may be invited to attend meeting of the Ministerial Council

Uncertain	CRFM Ministerial Council press conference may have fisherfolk in attendance
<b>Saturday 17 January</b>	Departure of remaining participants and resource persons

## **Appendix 2: List of Participants** (in alphabetical order of country)

### **Antigua and Barbuda**

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### **Commonwealth of Dominica**

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National Association of Fisher Folk  
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Tanteen  
St. George's  
Grenada  
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Mr. Emile Louis  
Director – S.I.D.C.  
President – T.T.U.F.  
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### Appendix 3: Opening Ceremony Programme

<p>This Workshop is in partnership with the Commonwealth Foundation (CF) and the Technical Centre for Agricultural and Rural Cooperation (CTA)</p>	<div data-bbox="906 478 1052 604"></div> <div data-bbox="1205 520 1344 613"></div> <div data-bbox="899 638 987 743"></div> <div data-bbox="1052 655 1192 772"></div> <div data-bbox="1256 630 1386 747"></div> <div data-bbox="876 991 1409 1297"><p><b>Workshop on Regional Fisherfolk Organization Policy Influence and Planning</b></p></div> <div data-bbox="974 1528 1312 1617"><p>St. Vincent and the Grenadines 13-15 January 2009</p></div>
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**NATIONAL ANTHEM**  
St. Vincent & the Grenadines

1. St. Vincent, land so beautiful  
With joyful hearts we pledge to thee  
Our loyalty and love and vow  
To keep you ever free

*Refrain: What'er the future brings  
Our faith will see us through  
May peace reign from shore to shore  
And God bless and keep us true.*

2. Hiaroun, our fair and blessed isle  
Your mountains high, so fair and green  
A home to me though I may stray  
A haven calm, serene.
3. Our little sister islands  
Those gems, the lovely Grenadines  
Upon their seas and golden sands  
The sunshine ever beams

**OPENING CEREMONY PROGRAMME**

- 0830 – 0835 National Anthem (SVG)
- 0835 – 0840 Chair & Welcome -  
Ms. Jennifer Cruickshank  
Senior Fisheries Officer  
Fisheries Division  
St. Vincent & the Grenadines
- 0840 – 0845 Prayer & Remarks – Mr. Mitchell Lay  
Coordinator, RFO-CU
- 0845 – 0850 Background to Workshop – Ms. Sarah McIntosh  
Executive Director  
Caribbean Natural Resource Institute
- 0850 – 0855 Workshop Objectives – Mr. Terrence Phillips  
Programme Manager, Fisheries Management  
and Development  
CRFM Secretariat
- 0855 - 0910 Feature Address – Mr. Raymond Ryan  
Chief Fisheries Officer  
Fisheries Division
- 0910 – 0915 Vote of thanks – Dr. Patrick McConney  
Senior Lecturer  
UWI-CERMES



## **Appendix 4: Speeches Delivered at the Opening Ceremony**

### **Opening address by Sarah McIntosh**

On behalf of the Commonwealth Foundation and Caribbean Natural Resources Institute (CANARI), I would like to welcome everyone to this workshop which represents an excellent example of regional and international collaboration. It has come about as a result of a Commonwealth initiative, which I will describe in more detail in a minute, but it has also deliberately sought to build on existing activities and partnerships within the Caribbean.

As a result, we have – as you will see from all the programme logos - a workshop that is co-facilitated by 3 regional agencies, CANARI, the Centre for Resource Management and Environmental Studies (CERMES) at UWI Cave Hill and the Caribbean Regional Fisheries Mechanism (CRFM) and co-funded by 2 international agencies, the Commonwealth Foundation and the EU Technical Centre for Agricultural and Rural Cooperation in ACP countries (CTA).

For those of you who are not familiar with CANARI, it is a regional technical non-profit organisation, established some 20 years ago in Saint Lucia and St Croix but which now has its headquarters in Trinidad. Our mission is to promote equitable participation and effective collaboration in managing the natural resources critical to development. We achieve this through research; dissemination and sharing of lessons learned in publications and training workshops; and fostering partnerships and networks, particularly those that build in regional assets and talents and contribute to closer regional collaboration.

CANARI is currently focusing on four main programme areas

- Forests and livelihoods;
- Climate change and disaster risk reduction;
- Marine and coastal governance and livelihoods; and
- Civil society and governance.

This week's workshop straddles the last two programme areas. It is also part of a wider project being implemented by the Commonwealth Foundation, with a particular focus on South Africa, the Pacific and the Caribbean. The Commonwealth Foundation is an intergovernmental organisation which was set up by Commonwealth governments to support civil society. CANARI was selected by the Foundation to coordinate the Caribbean workshop based on the long history of collaboration between the two organisations in the area of civil society capacity building in the Caribbean. The current focus of our partnership with the Foundation, in addition to fisheries, relates mainly to raising awareness of the impacts of climate change in various sectors and enhancing the ability of civil society to play an effective role in developing and implementing adaptation strategies.

In 2008, the Foundation secured support from the UK's Department for International Development (DFID) and AUSAid for a Commonwealth programme of work on fisheries. The programme aims to explore and address the need for strengthened institutional arrangements, policies and capacities to deliver more effective governance of fisheries, strengthen resilience within vulnerable fisher communities and optimise the contribution that fisheries can make to national development. The programme will specifically address the need for more effective trade and market measures, and address illegal, unreported and unregulated fishing (IUU).

The project comprises four main components:

1. A series of case studies from Africa, the Pacific and the Caribbean, illustrating the role of civil society in delivering improved livelihoods with coastal communities, which is being led by The

Commonwealth Human Ecology Council (and I understand case study material from Belize has already been collected);

2. Study tours in the same areas, which are being coordinated by the Commonwealth Policy Studies Unit (CPSU). These are designed to raise awareness among fishing communities, and support them in making informed decisions about the way they manage fish stocks and respond to changes in fisheries that impact on their livelihoods. To this end CPSU is organising a study tour at the end of January that aims to enable colleagues from within the region to learn from each other, looking at experiences in Trinidad and Tobago, Saint Lucia and Belize. I expect that some of you have already been contacted about this.
3. A series of workshops, similar to this one, which are designed to provide opportunities for fisherfolk to discuss and communicate their concerns to policy makers and political leaders at a regional and international level. (And Mr Phillips will be introducing the specific objectives of the workshop shortly). The first of these workshops took place in Namibia in May 2008, following which fisherfolk presented a declaration to a meeting of the South African Development Community Fisheries Ministers.
4. A small grants facility designed to assist civil society organisations to improve the resilience of fisheries-based livelihoods (and it is anticipated that the workshop will identify some opportunities for the RFO and others to apply for such grants).

Policy recommendations arising from the project will be linked with UN policy processes, including at the Food and Agriculture Organization, as well as with specific policy work in countries relevant to the development aid programmes of Commonwealth donors. The project team will also report its findings to the Commonwealth Heads of Government Meeting to take place in Trinidad and Tobago in November 2009.

### **Opening address: Terrence Phillips, CRFM**

Chairperson, Ms. Jennifer Cruikshank, Senior Fisheries Officer, Fisheries Division, Mr. Raymond Ryan, Chief Fisheries Officer, Fisheries Division, Ms. Sarah McIntosh, Executive Director, CANARI, Mr. Mitchell Lay, Coordinator, Regional Fisher Folk Organisation–Coordinating Unit, Dr. Patrick McConney, Senior Lecturer, UWI, members of the Coordinating Unit and other fisher folk leaders from CRFM Member States, resource persons and members of the media.

Chairperson, I would like to take this opportunity to express the Caribbean Regional Fisheries Mechanism (CRFM) Secretariat's appreciation to the Ministry of Agriculture, Forestry and Fisheries for hosting the Workshop on Regional Fisherfolk Organization Policy Influence and Planning, from 13 - 15 January 2009. I would also like to express our thanks for the logistical support provided.

In the region, fisheries employ over 182,000 persons, directly or indirectly, who are mostly from rural communities which lack other income earning opportunities; earns over US\$150 million per year from export; and is a major source of protein especially in rural communities which usually exhibit a higher percentage of poverty than the national average. However, many of the commercially important resources in the region, such as shrimp, red snappers, conch and lobsters are either fully fished or over-exploited.

Unsustainable overexploitation of our living marine resources may result in threats to food security and loss of employment, as well as loss of foreign exchange to the countries in the region.

As we set out to consider and put in place the required management regimes, we should seek to determine the likely socio-economic consequences and take steps to address them through the development of the underutilized fisheries resources and other livelihood programmes.

The CRFM was inaugurated on 26 March 2003 in Belize, with its mission being to promote and facilitate the responsible utilization of the region's fisheries and other aquatic resources for the economic and social benefits of the current and future populations of the region.

One of its main goals is to promote co-management of the fisheries of the region in order to enhance sustainable utilization of the resources. This calls for the empowerment of the resource user groups, especially fisher folk organizations, through capacity building to undertake their role as partners with government in this participatory management process.

With this in mind, the CRFM in partnership with the ACP-EU Technical Centre for Agricultural and Rural Co-operation (CTA), based in the Netherlands, has been implementing a project on the *Development of a Caribbean Network of National Fisherfolk Organizations*. The Project started in September 2006 and will go to March 2009.

The demand for such a project was confirmed by the results of a needs assessment concluded in 2004 and subsequent meetings that involved fisher folk in 2004 and 2005. The 2004 CRFM meeting recommended the formation of a regional network of national fisher folk organizations. It also recognised the need for strengthening the institutional capacities of fisher folk organizations with the overall objective of contributing to improved earnings, higher standards of living for fisherfolk and sustainable use of fishery resources in the Caribbean. The more specific purpose of the project is to have the institutional capacities of fisherfolk organizations developed at the community, national and regional levels.

To date, the project has conducted an awareness and promotion campaign to sensitize key stakeholders and actors on the benefits of forming fisher folk organizations and the Regional Network; a training of trainers workshop so that fisheries extension officers' capacities could be enhanced to provide better

information, advisory and training services to FFOs; a series of national consultations to launch national fisher folk organizations in Dominica, Grenada, Guyana, St. Lucia, St. Kitts and Nevis and St. Vincent and the Grenadines; a regional fisheries stakeholders workshop to launch the regional network of national fisher folk organizations, and provide directions for its development; and a training workshop on management, communication and advocacy for the leaders of fisher folk organizations.

From July 2007, the project has been producing a quarterly newsletter *Fisher Folk Net* with the aim of disseminating relevant information and promoting dialogue among FFOs, fisheries departments and other stakeholders on matters relating to sustainable fisheries development and the organization of FFOs at the local, national and regional levels.

The 2007 Grenada workshop to launch the Regional Network of National Fisher Folk Organizations, established the Coordinating Unit with the aim of developing and executing a work plan to establish the Regional Network. The Coordinator addressed activities of the Unit in his remarks.

This Workshop which is being delivered in partnership with CANARI, CF, CTA and UWI-CERMES, can be seen as furthering this process, with the aim being to provide fisher folk leaders with up-to-date information on fisheries initiatives in the region so as to encourage their active participation in advancing fisheries policy recommendations; and to review the Coordinating Unit's activities undertaken in the light of attainment of their goals and objectives and prepare strategic and action plans, including a communication plan for the Unit.

Thank you.

## **Opening address from Raymond Ryan, Chief Fisheries Officer**

I would like to welcome you to this workshop on Regional fisherfolk Organisation policy and planning. I would also like to thank the organisers and sponsors for making this important activity a reality.

Caribbean countries, particularly the small island states, are highly dependent upon their marine resources for economic and social development. Fisheries is an important source of livelihood and sustenance for the people of the region, contributing towards food security, poverty alleviation, employment, foreign exchange earnings, development and stability of coastal communities, culture, recreation and tourism.

The Caribbean Sea is a semi-enclosed sea with oceanographic features that are highly complex and variable both spatially and temporally. The interface between the land and water is a complex and dynamic area, which comprises several highly productive and diverse tropical ecosystems and natural features such as tropical rain forests, mangrove swamps, wetlands, estuaries, seagrass beds and coral reefs, white sand beaches, upwelling systems, bays and harbours. These fragile ecosystems support several highly productive fish assemblages with high species diversity.

However, with increased knowledge and the dynamic development of fisheries, it was realised that living aquatic resources, although renewable are not infinite and need to be properly managed, if their contribution to the nutritional, economic and social well being of the region's population was to be sustained.

The adoption in 1982 of the United Nations Convention on the Law of the sea provided the legal framework for better management of marine resources. This legal regime of the oceans gave coastal states rights and responsibilities for the management and use of fishery resources within their EEZs which embraces a significant proportion of the Caribbean marine fisheries.

In recent years fisheries have become a dynamically developing sector of the food industry and many states strive to take advantage of their new opportunities by promoting investment in modern fishing fleets in response to a growing demand for fishery products. However, many fisheries resources would not sustain an uncontrolled increase in exploitation, and failure of the present process of fisheries governance to achieve responsible and effective management will lead to certain collapse of our fisheries resources. Problems encountered in ensuring the sustainability of marine resources are exacerbated by global climate change which in many cases impact negatively on marine biological systems, and consequently, the social and economic well being of fishing industry stakeholders. Fisheries management entails a complex and wide embracing set of tasks, aimed at ensuring that the optimal benefits are obtained for the local users, state and the region from the sustainable utilisation of living aquatic resources to which they have access.

It is therefore important that fishers, fisheries management authorities and fisheries scientist take action / measures to reverse trends in declining resources, the negative impacts of climate change and more recently the downturn in the global economy.

It is for this reason that the Government continue to support measures to enhance the capacity of fishers to participate in the process of fisheries management through capacity building and the improvement of communication and collaboration.

Today, in collaboration with the Centre for Resource Management and Environmental Studies (CERMES) of the University of the West Indies, Cave Hill in Barbados, CANARI and CRFM, the Government of St. Vincent and the Grenadines is hosting this workshop, firstly to provide fisherfolk leaders with up-to-date information on fisheries initiatives in the region so as to encourage their active

participation in advancing fisheries policy recommendations and secondly to provide an opportunity for a review of the activities of the Regional Fisherfolk Organisation coordinating unit in pursuit of their goals, objectives and to prepare strategic and action plans, including a communication strategy and plan for the coordinating unit.

We firmly believe that stakeholders who are networked and have access to information can more successfully collaborate to define sustainable governance practices that are adaptive and resilient. Moreover, in an environment of enabling policy, self-organisation into teams or work groups allows stakeholders to respond without being constrained by rules and regulations that do not adapt readily to different situations. Communication and collaboration are key features of Fisheries management and adaptation to climate change.

It is anticipated that enhanced capacity among fisher folk will yield the following desired results:

- Strengthened communications networks between fisher folk co-operatives, national fisher folk organisations and fisheries management
- Enhanced ability for fisher folk to influence policy through the development of systematic strategies for the regional fishers organisation and the respective national organisations
- Increased likelihood of promoting attitudinal and behavioural changes toward governance through enhanced communications channels
- Improved strategies and plan to enhance awareness among stakeholders of the need to manage fisheries resources in a sustainable manner
- Stronger collaboration between fishers and fisheries management in solving issues due to improvements in inter-personal relationship and leadership skills
- Greater likelihood of long-term survival of national and regional fisher folk organisations due to higher levels of transparency
- Expansion of membership in fisher folk co-operatives due to a more thorough understanding of benefits among the rank and file fishers
- Increased capacity for fisher folk to establish and maintain contact with their regional counterparts, thus exchanging experiences and best practices among fishers in different countries

The participants of this workshop represent leaders from fishing communities within the region; we hope that you will continue to provide the necessary stewardship and motivation to members in your organisations. As leaders you would be instrumental in defining the path of the regional and national fisherfolk organisations and their place in the local, regional and international communities. This activity will certainly augment our efforts in promoting the establishment and strengthening fisher's organisations and facilitate the continued development of a National Fisher folk organisation.

I would like on behalf of the Honourable Minister of Agriculture, Forestry and Fisheries to declare this workshop open

Welcome you to St. Vincent and the Grenadines.

## Appendix 5: Note on Facilitation

The workshop will be facilitated. Facilitation, when done properly, involves skills that are different from chairmanship or just leading a group discussion. Sometimes the term is used too loosely and people do not realize what is expected of a facilitator. As a result the term has lost a lot of its meaning over time.

This note sets out some of what is expected in facilitation. Its main purpose is to inform you so that you can evaluate the quality of facilitation you experience, but it is also meant to encourage you to take interest in developing your own facilitation skills. Certification courses in facilitation are available in the region. Fisherfolk leaders, NGO personnel, fisheries and other government officers will find facilitation skills useful in everyday assignments as well as in workshops or meetings.

### What is a Facilitator?

A facilitator -

- establishes a collaborative relationship with participants, in which the facilitator is "first among equals," but responsibility for learning rests with the whole group;
- helps to create and sustain an environment of trust and openness where everyone feels safe to speak honestly and where differences of opinion are respected;
- ensures that everyone feels included and has an opportunity to participate;
- provides a structure for learning, which might include setting and observing meeting times, opening and closing sessions, and keeping to an agenda;
- makes sure the "housekeeping" is done, such as preparing materials, setting up the meeting space, notifying participants, and seeing that necessary preparations are made.

### A facilitator is **NOT** -

"the person in charge": The whole group is responsible for learning. The facilitator's role is to help that learning happen more effectively. Nor does the facilitator have sole control of the agenda. Participants should have a voice in determining the topics to be covered.

- A lecturer: The facilitator is a co-learner, exploring all subjects as an equal partner and contributing individual experience to that of others.
- Necessarily an expert: Although preparing each session, the facilitator may not know as much about a subject as some other members of the group.
- The center of attention: A good facilitator generally speak less than other participants; instead she or he draws them into the discussion.
- An arbiter: In collaborative learning, no one, least of all the facilitator, determines that some opinions are "correct" or "more valid."
- The maid: While the facilitator takes initial leadership in coordinating the sessions, she or he should not become the only person who takes responsibility. In a true collaboration, no one is "stuck" cleaning up the mess or attending to administrative details every time.

### What Makes a Good Facilitator?

Some qualities of a good facilitator, such as personal sensitivity and commitment, depend on the individual personality. However, experience and awareness can improve everyone's skills at facilitating.

**Sensitivity to the feelings of individuals:** Creating and maintaining an atmosphere of trust and respect requires an awareness of how people are responding to both the topics under discussion and the opinions and reactions of others. Most people will not articulate their discomfort, hurt feelings, or even anger;

instead they silently withdraw from the discussion and often from the group. Sensing how people are feeling and understanding how to respond to a particular situation is a critical skill of facilitation.

**Sensitivity to the feeling of the group:** In any group, the whole is greater than the sum of the parts, and group "chemistry" generally reflects shared feeling: eager, restless, angry, bored, enthusiastic, suspicious, or even silly. Perceiving and responding to the group's dynamic is essential to skilful facilitation.

**Ability to listen:** One way the facilitator learns to sense the feelings of individuals and the group is by acute listening, both to the explicit meaning of words and also to their tone and implicit meaning. In fact, facilitators generally speak less than anyone in the group. And often the facilitator's comments repeat, sum up, or respond directly to what others have said.

**Tact:** Sometimes the facilitator must take uncomfortable actions or say awkward things for the good of the group. The ability to do so carefully and kindly is critical. Furthermore the subject matter of human rights can evoke strong feelings and painful memories. The facilitator needs particular tact in dealing with emotional situations respectfully and sometimes also firmly.

**Commitment to collaboration:** Collaborative learning can occasionally seem frustrating and inefficient, and at such times every facilitator feels tempted to take on the familiar role of the traditional teacher and to lead, rather than facilitate. However, a genuine conviction about the empowering value of cooperative learning will help the facilitator resist a dominating role. Likewise the facilitator needs to be willing to share facilitation with others in the group.

**A sense of timing:** The facilitator needs to develop a "sixth sense" for time: when to bring a discussion to a close, when to change the topic, when to cut off someone who has talked too long, when to let the discussion run over the allotted time, and when to let the silence continue a little longer.

**Flexibility:** Facilitators must plan, but they must also be willing to jettison those plans in response to the situation. Often the group will take a session in an unforeseen direction or may demand more time to explore a particular topic. The facilitator needs to be able to evaluate the group's needs and determine how to respond to it. Although every session is important, sometimes a facilitator will decide to omit a topic in favour of giving another fuller treatment.

**A sense of humour:** As in most human endeavours, even the most serious, a facilitator's appreciation of life's ironies, ability to laugh at one's self and to share the laughter of others enhances the experience for everyone.

**Resourcefulness and creativity:** Each group is as different as the people who make it up. A good facilitator needs an overall program and goals but may also adapt it to fit changing conditions and opportunities. For example, the facilitator may call on the talents and experiences of people in the group and the community, or participants may suggest resources.

**Source: The Human Rights Education Handbook**  
(<http://www1.umn.edu/humanrts/edumat/hreduseries/hrhandbook/part2B.html>)



## **Appendix 6: Note on co-management and participation in policy documents**

The workshop will be concerned with how fisherfolk and their organizations can play more meaningful roles in fisheries governance. Governance has been described as “*public as well as private interactions that are initiated to solve societal problems and create societal opportunities*”. Government policy at international, regional, sub-regional and national levels shapes problem-solving and opportunities in societies. This note sets out some points on policy relevant to co-management and participation in marine resource governance. Be aware, however, that you may find more in practice than on paper.

As a general point, reference specifically to co-management, collaborative management or community-based management is rare, but reference to participation and similar terms is much more common.

### **International**

At the global or international level several instruments refer to encouraging or facilitating the participation of civil society (which includes fisherfolk groups) in resource governance generally. A few of these are more specific to marine resources and the Caribbean, having been signed on to by several governments and having initiated various programmes of action. These include:

- Agenda 21 of UNCED
- SIDS Programme of Action
- International Coral Reef Initiative (ICRI)
- Convention on Biological Diversity (CBD)
- Code of Conduct for Responsible Fisheries (CCRF)

The latter is the most directly relevant to fisherfolk, and has been adapted and adopted by fishing industries in some countries as part of their own professional code of practice. Several of the fisheries management plans (FMPs) in CRFM Member States refer to the Code for their guiding principles. The Code is available from FAO on the internet as the full text and a simplified, more explanatory, version. Note that the Code is a non-binding instrument, not international law, but it makes for powerful policy. Although not resource-specific, fisherfolk may also want to pay attention to climate change and disaster management agreements, and know of small island developing state (SIDS) provisions in agreements.

### **Regional and sub-regional**

The most prominent regional marine instrument is the Convention for the Protection and Development of the Marine Environment in the Wider Caribbean Region, known as the Cartagena Convention, and its protocols administered through UNEP. Marine protected areas (MPAs) are covered. Spin-offs include the UNEP-funded GCFI small grant that the CRFM Secretariat and RFO-CU recently benefited from.

Besides CRFM and the CFP&R (see separate note), the CARICOM countries have the revised Treaty of Chaguaramas with its protocols and the instruments relevant to the CSME that mention civil society participation in governance. The latter is also mentioned in the St George’s Declaration of Principles for Environmental Sustainability in the OECS and the OECS Environmental Management Strategy. See:

- Principle 4 - Ensure Meaningful Participation by Civil Society in Decision Making
- Principle 5 - Ensure Meaningful Participation By The Private Sector

There is also a little-known OECS Fisheries Management and Development Strategy & Implementation Plan. Within OECS-ESDU is also a recent initiative entitled Sustainable Ocean Governance that may be relevant. There are several marine resource governance provisions at the sub-regional OECS level.

## **National**

The Fisheries Acts of some OECS countries provide for fishery priority areas and local area management authorities (LAMAs) that could form a legal basis of co-managed coastal and marine area besides MPAs.

The FMPs previously mentioned, in presenting plans for various fisheries, typically contain specific reference to co-management and participation, but several remain in draft and are not finalized or approved by the fisheries minister. These are probably the key to national level fisherfolk participation.

In Belize, Jamaica, St Lucia and Dominica there are co-management agreements relating to MPAs that concern non-governmental management arrangements, even if not specifically with fisherfolk groups.

Since fisherfolk groups need to be placed in the context of civil society, and not necessarily be set off as special cases, the participatory provisions in national and sectoral development plans, political party manifestos and other policy documents are relevant. Fisherfolk groups need to use these as leverage.

**Your notes ...**

## **Appendix 7: Note RFO / CU Activities**

The Coordinating Unit for the establishment of a CARICOM Regional Fisherfolk Network is an output from the Grenada 2007 Caricom Regional Fisheries Stakeholders Workshop, which is part of the CTA Project “*Development of Caribbean Network of Fisherfolk Organisations*”. The Unit’s mandate is to promote the establishment of NFOs in Group 2 countries, develop and execute the work plan to establish the RFO and develop a promotional strategy and action plan to create awareness among the various stakeholders. The members are:

Coordinator - Mitchell Lay (Antigua and Barbuda Fishers Alliance Inc).

Deputy Coordinator - Joslyn Lee Quay (Training Officer, Trinidad and Tobago. Seafood Industry Development Company)

Secretary - Nadine Nembhard (Executive Secretary, Belize Fishermen Co-operative Association)

Members - Vernel Nichols (Barbados National Union of Fisherfolk Organisations)

Parmanand Sewdien (Suriname Seafood Association)

Support persons attached to Unit are:

Chester Languigne, Cooperative Officer (Grenada)

Petronila Polius, Fisheries Extension Officer (St Lucia)

Administrative assistance, support, advice and consultative / other services are available to the Unit from:

CRFM Secretariat, (contact Terrence Phillips)

IISD, (contact Brian Davy)

UWI-CERMES, (contact Patrick McConney)

The CU has engaged in various activities as it attempts to satisfy its mandate. Some of the more notable activities follows:

Workplans: The CU has formulated an Action Plan, a Communications Plan and a CU Budget. These were done during the period October 2007 to November 2007.

GCFI – 2007: Sponsorship (through CERMES), allowed for three fishers from the September 2007 Grenada Workshop to attend GCFI 2007 in Punta Cana, Dominican Republic, 5 – 9 November 2007 .

Participants were Mitchell Lay, Havelan Honeygan and Winston Hobson. GCFI allowed for exposure to fisheries scientist / managers management research, lessons, problems and others issues such as trade and law enforcement. Fishers were instrumental in planning a Fishers Forum (after sessions) that looked at ‘Fisherfolk and Fisheries Scientists Linking and Learning Together.

GCFI – 2008: Sponsorship for Coordinator to attend GCFI 2008 in Guadeloupe was obtained, through CERMES, from IUCN. The Fisheries Forum was incorporated into GCFI's main program and the CU was involved throughout. Local and International fisherfolk contacts were established.

GCFI Small Grants Project – May / June 2008: CRFM Secretariat has been able to mobilize resources from the GCFI Small Grant Fund (SGF) for Sustainable Fisheries and Alternative Livelihoods for Fishers, allowing the CU Unit to proceed with some country visits (**Guyana, St. Kitts and Nevis and St. Vincent and the Grenadines**) geared towards the promotion of NFOS. The CU Coordinator, Deputy Coordinator, CRFM (Mr Terrence Phillips) along with CERMES (Laura Tabet {excluding Guyana}) were involved. These trips allowed for visits to PFOs, Fisheries and Cooperative Departments and landing sites in each of the countries. Meetings were also held with existing steering committees.

In an addition an exchange visit to Belize for the Coordinator, Coordinating Unit, Executive Member of the recently formed St. Lucia Fisherfolk Co-operative Society Limited and Fisheries Extension Officer, responsible for fisher folk organizations in St. Lucia, was arranged, to better equip them to develop, implement and advise on sustainable financing arrangements for fisher folk organisations (FFOs).

Montserrat / St. Lucia / Dominica Visits: The coordinator visited Montserrat in early March 2008 and had a meeting with John Jeffers of the Montserrat Fisheries Department. Visits were also made to St. Lucia and Dominica in May 2008 by the CU Coordinator. Meeting was held with the St Lucia NFO (St. Lucia Fisher Folk Cooperative Society Limited). Representatives from the Fisheries and Cooperative departments were also present at meeting. In Dominica the Coordinator attended a meeting of the NFO (National Fisherfolk Cooperative {NAFCOOP}), Fisheries Director and special consultant.

CU has contributed to the production, and is committed to the continued updating of the Directory of Fisheries Stakeholders in The Caribbean.

FisherFolk Net Newsletter: This is a newsletter produced by CRFM / CERMES for fisherfolk in the Caribbean. The CU contributes to the issues published since its formation.

At a CTA / CRFM training workshop for Management, Communication and Advocacy for Fisher Folk Organizations in CARICOM held in St. Lucia (22 September – 3 October 2008) the CU was able to draft recommendations on: Name of RFO “ **Caribbean Network of Fisherfolk Organizations (CNFO)**”, mission statement “*To improve the quality of life for fisherfolk and develop a sustainable and profitable fishing industry through network, representation and capacity building.*”, and type of organization recommended for RFO “**The Coordinating Unit recommends that the Regional Fisherfolk Organization takes the form of a Virtual Network that is Internet based. This Network would have a Network Coordination Team elected from the National Fisherfolk folk Organizations**”. These have been sent to NFO's for consensus.

CU has requested fishers' representation within CRFM: CRFM Secretariat indicates Observer seating of CU representative(s) at next Forum meeting.

Panel Discussion: CU was part of a panel discussion in Barbados (October 2008); also met with BARNUFO.

Ecosystem Based Management Symposium: The CU Coordinator and several other Fisherfolk leaders attended the MarGov Symposium at CERMES in Barbados (December 2008).

## **Appendix 8: Matters listed for discussion at First CRFM Ministerial Council Meeting**

- Common Fisheries Policy and Regime (CFP&R)
  - Draft CRFM Second Medium Term Plan
  - Draft Declaration on Illegal, Unreported and Unregulated Fishing
  - Draft CRFM Operations Manual
  - Resource Mobilisation:
    - (a) CRFM / JICA Formulation of a Master Plan on the Sustainable Use of Fisheries Resources for Coastal Community Development in the Caribbean
    - (b) EU- ACP Fish II Programme – Strengthening Fisheries Management in ACP Countries
    - (c) CARICOM / Spain Technical Cooperation Project Design for the Execution of a Diagnostic Study to Determine Poverty levels in Fishing Communities in the CARICOM Region.
- (A.) *CRFM / JICA Formulation of a Master Plan on Sustainable Use of Fisheries Resources for Coastal Community Development in the Caribbean***

### **Objectives:**

1. To formulate a master plan for sustainable use of fisheries and aquaculture in the Caribbean, focusing on small-scale operators in coastal communities.
2. To transfer relevant technology to the institutions and staff of CRFM Member States and CRFM Secretariat during the course of the Study.

### **Components of the Study:**

1. Pelagic resource development and management.
2. Aquaculture development policy formulation.
3. Regional fisheries database development.
4. Support for community-based management (including sedentary resource management).
5. Education and training in the component fields in the CARICOM States.

The approach will be to conduct baseline studies to understand the current situation in the areas identified above; carry out pilot studies to clarify issues identified within these areas or generate additional information and formulate a Master Plan on Sustainable Use of Fisheries Resources for Coastal Community Development in the Caribbean.

**Outputs:**

1. A Master Plan on Sustainable Use of Fisheries Resources for Coastal Community Development in the Caribbean.
2. Reports of Baseline and Pilot Studies conducted under the various components.
3. Transfer of relevant technology to the institutions and staff of CRFM Member States and CRFM Secretariat during the course of the Study.

**(B.) *EU-ACP Fish II – Programme for Strengthening Fisheries Management in ACP Countries***

**Overall Objective:** To contribute to the sustainable and equitable management of fisheries in ACP countries.

**Specific Objective:** To strengthen fisheries sectoral policy development and implementation in ACP Countries.

**Expected Outputs:**

1. Improved fisheries policies and management plans at the regional and national levels;
2. Reinforced control and enforcement capabilities;
3. Reinforced national and regional research strategies and initiatives;
4. Developed business supportive regulatory frameworks and private sector investment; and
5. Increased knowledge sharing on fisheries management and trade at the regional level.

**(C.) *CARICOM / Spain Diagnostic Study to Determine the Poverty Levels in Fishing Communities in selected CARICOM / CRFM Member States*****Objectives:**

To design a diagnostic study to determine the levels of poverty in fishing communities in selected CRFM Member States and develop models for planning and implementing alternative livelihood programmes suited to their socio-economic and natural environments.

To identify the demographic and socio-economic variables underlying the low standards of living in the fishing communities, and devise means of monitoring and evaluating them to determine the achievements of the poverty alleviation programmes.

**Outputs:**

1. The Diagnostic Study Report, including recommendations and models for planning and implementing alternative livelihood programmes, and the identification of suitable socio-economic and demographic indicators for ongoing monitoring and evaluation.

2. Skills in field research (qualitative and quantitative) acquired by field workers from Member States.

## Appendix 9: Note on Draft CRFM Second Medium Term Plan 2008 - 2011

The CRFM Second Medium Term Plan (MTP) 2008 - 2011 is being prepared by regional consultants to set out how the CRFM will pursue its vision and achieve its mission in the next planning period up to 2011. According to the consultants the draft document “is based on the Strategic Plan 2002, First Medium Term Plan 2004/2007 and the Draft Operations Manual 2008”. The CRFM vision and mission are:

**Vision** *“The sustainable use of the fisheries and aquaculture resources in and among member states, by the development, management and conservation of these resources in collaboration with stakeholders to the benefit of the people of the Caribbean region.”*

**Mission** *“To promote and facilitate the responsible utilization of the region’s fisheries and other aquatic resources for the economic and social benefits of the current and future population of the region.”*

In order for the plan to be implemented it would be useful for all CRFM fisheries stakeholders to know about it, have buy-in and be working collaboratively towards the common goals and participating in planned activities to the extent practicable. This note sets out some of what is contained in the 2008 draft document to be considered by the Caribbean Fisheries Forum and the Ministerial Council.

### Some content

The sections below are summary extracts from the most recent available electronic draft (August 2008). The Second MTP centres its activities on the 9 programme areas outlined in the Strategic Plan:

1. Research and Data Analysis for Policy Formulation and Decision Making
2. Preparation for Global Competitiveness
3. Resource Assessment and Management
4. Human Resource Development and Institutional Strengthening
5. Strengthening of Fishers’ Organizations and Improved Community Participation
6. Promotion of the Expansion and Utilization of Unutilized and Underutilized Aquatic Resources
7. Development and Promotion of Aquaculture
8. Development and Promotion of Risk Reduction Programmes for Fishers
9. Development and Promotion of Mechanisms for Prevention and Resolution of Conflicts

The Second Medium Term Plan is presented in six (6) Chapters and three (3) Annexes.

Chapter 1 presents the methodological approach taken in the development of the Second Medium Term Plan (MTP) and the organization and structure of the document.

Chapter 2 locates the Second MTP in the international, regional and national contexts.

Chapter 3 outlines the strategic framework in which CRFM operates and from which the Second Medium Term Plan is derived.

Chapter 4 details the main elements of the Second Medium Term Plan and corresponding projects associated with each programme area.

Chapter 5 outlines the mechanisms through which the Plan will be implemented via CRFM’s operational framework.



Chapter 6 details the financing requirements for the Second Medium Term Plan.

Appendix I outlines the project profiles supporting each programme area.

Appendix II describes the primary beneficiaries of the Second Medium Term Plan.

Appendix III shows the performance indicators relating to the Programme and respective “Areas”.

**Table 4.2: Programme Areas and Related Projects for the Second Medium Term Plan**

<b>Programme Area</b>	<b>Projects Addressing Programme Area</b>
1. Research and Data Analysis for Policy Formulation and Decision Making	11. Improvement of Data Collection and Management. 13. Establishment of a Regional Fisheries Information System and Policy Network.
2. Preparation for Global Competitiveness	6. Support for Standards and Related Requirements for Global Trade
3. Resource Assessment and Management	1. Development and Implementation of a Programme for enabling and promoting monitoring, control and surveillance. 3. Development and implementation of fisheries management policies and plans. 4. Development and Implementation of Mechanisms for the Management of Shared resources. 8. Development and Implementation of Regional Management Systems.
4. Human Resource Development and Institutional Strengthening	7. Development of Human Capital
5. Strengthening of Fishers’ Organizations and Improved Community Participation	9. Promotion of Community Participation and Public Support. 10 Strengthening of Fishers’ Organizations
6. Promotion of Expansion and Utilization of Un-utilized and Under-Utilized Aquatic Resources	5. Promotion of the expansion of Pelagic Fishery and Other Un-utilized and Underutilized resources.
7. Development and Promotion of Aquaculture	2. Development and Promotion of Aquaculture (including Mari-culture) in the Caribbean
8. Development and Promotion of Risk Reduction Programmes for Fishers	12. Reduction of the Vulnerability to Natural Disasters. 15. Harmonized Credit and Personal Insurance Scheme
9. Development and Promotion of Programmes for Conflict Resolution at the National and Regional Levels	14. Development and Promotion of Mechanisms for the Prevention and Resolution of Conflicts

**Your notes...**

## **Appendix 10-A: Note on Draft Declaration on Illegal, Unreported and Unregulated Fishing**

The workshop should examine the CRFM Draft Declaration on Illegal, Unreported and Unregulated (IUU) Fishing and Monitoring, Control and Surveillance (MCS). IUU fishing is an international issue and one discussed at previous civil society fisheries forums. This note is edited from one produced by CRFM Secretariat.

### **Background**

The main international instruments that provide the framework for countries to exercise effective fisheries management are:

- The United Nations Convention on the Law of the Sea Convention (UNCLOS), 1982
- The United Nations Fish Stocks Agreement, 1995
- The FAO Compliance Agreement, 1993
- The FAO Code of Conduct for Responsible Fisheries, 1995, and,
- The International Plans of Action (IPOAs), such as the one on IUU Fishing

### **What is IUU Fishing?**

IUU fishing essentially refers to fishing activities carried out in contravention of the laws governing access to fisheries resources as well as the, protection, conservation and management of the resources. It includes fishing without the required licences or quotas, to misreporting catches or not reporting them at all, using prohibited fishing gear. It also includes unauthorized or irresponsible fishing activities by foreign fishing vessels

### **Why should we be concerned?**

IUU fishing not only causes significant damage to fish stocks, marine biodiversity and the fragile marine ecosystems but also result in economic losses to states who are victims. It creates economic hardship for states, fishing enterprises and individual fishermen who abide by the rules, and in consequence face unfair practices from unscrupulous operators who target the same species and markets without regard for the restrictions faced by others. Studies have shown that in some coastal regions IUU fishing can result in such dramatic economic losses that it threatens the very subsistence of local communities. The value of IUU fishing worldwide has been estimated to more than US\$10 billion per year.

### **Monitoring Control and Surveillance Systems**

IUU fishing poses significant problems for managing fisheries resources globally and, as a result, systems for monitoring, controlling and surveillance (MCS) of marine fishery resources have become indispensable for effective management and protection of the resources. CARICOM countries constitute an important regional block within the Caribbean and the sustainability of their fisheries resources is an important feature for their economic and social development. The good management of marine resources to assist in the development of CARICOM countries and the region is determined, in large measure, by their ability to implement appropriate MCS and enforcement measures.

The CARICOM region is spread over a very large area of the Caribbean Sea and includes several small island developing states (SIDS). The capacity for carrying out MCS activities varies from state to state as is demonstrated by the paucity of resources made available by most countries to the tasks of surveillance and enforcement; the current state of legislation; the low level of systems for monitoring and an apparent

reluctance at the policy level to enforce fisheries regulations, especially as they relate to local fishing operations. As a result, the level of compliance varies throughout the region.

The nature of the fisheries of the region which stretches from Suriname to Belize and The Bahamas is varied. It ranges from shrimp and groundfish stocks off Guyana and Suriname to the pelagics stocks of Trinidad and Tobago. The region contains reef species of the Eastern Caribbean, and the conch and lobster of Jamaica, Bahamas and Belize. Migratory pelagics such as wahoo, tuna, flyingfish and dolphinfish roam the area. Many of the commercially important resources such as shrimp, snappers, conch and lobsters are either fully fished or overexploited, and so require that steps be taken to manage them.

Most fishery resources are under national jurisdiction, thus making the development of national strategies to prevent, deter and eliminate IUU fishing a key element in their management. However, in the Caribbean situation where countries are in close proximity to each other, both regional and national approaches to providing solutions are required. Furthermore, CARICOM States have also committed themselves to a path of closer cooperation and integration for economic development through the establishment of a single market and economy, and also the development of a common fisheries policy. For these reasons a CARICOM declaration on IUU fishing built on cooperation, coordination and exchange of information will serve to advance our common interest and commitment to the global efforts to prevent, deter and eliminate IUU fishing.

### **Draft Declaration on IUU Fishing and Monitoring, Control and Surveillance**

The Fourth Meeting of the Caribbean Fisheries Forum (CFF) requested the preparation of a regional declaration on IUU Fishing and MCS. In this regard, the CRFM Secretariat convened a Regional Workshop in Montego Bay, Jamaica, December 6, 2006, at which the first draft of a declaration on IUU fishing was presented and discussed, and comments and recommendations were made by Member States for its improvement. Based on additional comments and recommendations made at the Fifth and Sixth Meetings of the Forum, the CARICOM and CRFM Secretariats revised the document and circulated it to Member States for further review prior to the Ministerial Council Meeting in October 2008.

The purpose of the Draft Declaration on IUU Fishing and MCS is to highlight the region's determination and commitment to protect the economic interest of our countries and prevent, deter and eliminate illegal, unregulated and unreported fishing within the region by enhancing the effectiveness of MCS above its current state by creating and sustaining the necessary harmonized and contemporary legislative and regulatory regimes; building capacity in national fisheries administrations; and fostering an attitude of compliance among fishers, which is intended to facilitate and support the management of fisheries nationally and regionally.

### **Issues**

The full extent of IUU fishing in the CARICOM/CARIFORUM region is not quantified. At the national level, there is not sufficient capacity to assess the extent of this situation. Nevertheless, in all states, the fisheries authorities have reported that IUU fishing is considered significant as the occurrence of unauthorized fishing by foreign vessels is high. For example, poaching is a significant problem in countries with high value species such as conch and lobster stocks in Belize, Jamaica and The Bahamas, shrimp in Guyana and Suriname, and tunas in the Eastern Caribbean Islands.

Throughout the region, the capability for MCS and enforcement is inadequate to ensure compliance with existing legislations and regulations. Among the critical issues facing fisheries administrations with respect to MCS are:

- (i) Information on IUU vessels, catch rates, fishers, fishing effort and scientific information on the stocks is not available at the regional level.
- (ii) The capacity of Flag States to effectively monitor their flagged vessels operating on the High Seas.
- (iii) Capacity at the national level within fisheries administrations for carrying out the monitoring and control functions is very low.
- (iv) In most instances legislation or related regulations concerning fisheries management and development in the region needs to be updated in accordance with international agreements and guidelines.
- (v) The prospect of a Common Fisheries Policy and Regime for CARICOM/CRFM States suggests that there must be an appropriate organization for its implementation.
- (vi) Non-compliance by national and foreign fishers with the conditions of their licenses.
- (vii) In many instances the limits of the maritime zones, especially EEZs, are yet to be determined. This issue has implications for enforcement within national jurisdictions.
- (viii) There is a shortage of appropriate surface and air surveillance assets in most countries. Some Coast Guard organizations face severe financial and human resource constraints that limit the extent of operation and serviceability of their existing vessels.
- (ix) MCS is not given as high a priority as for example, counter-narcotics operations, especially in cases where the funding for equipment and operations is provided by external sources.
- (x) There is need to utilize available electronic surveillance technologies, for example vessel monitoring systems (VMS). This would require changes in policy and legislation as they relate to jurisdiction, confidentiality and admissibility of such forms of evidence.
- (xi) The need to increase awareness among public and private sector stakeholders and the public at large about compliance and the negative effects of IUU fishing. To achieve effective reduction in IUU fishing, such programmes should target the policy makers, the judiciary, law enforcement and other agencies, the fishing communities and industry.
- (xii) The need for regional/sub-regional cooperation and coordination. There are proven cost savings that can be accrued through cooperation with respect to acquisition of MCS resources, training, and negotiating reasonable compensation for access to surplus and underutilized resources.

### **Strategy for enhancing the effectiveness of MCS at the National and Regional levels**

In developing a strategy for enhancing the effectiveness of MCS in the region, the objectives must include the following:

- (i) Increasing the level of compliance with fisheries and related regulations by fishers.
- (ii) Establishing an integrated cost-effective MCS system.
- (iii) Reducing the relative benefits and raising the costs of IUU fishing.
- (iv) Making management more efficient because inefficient domestic fisheries management works as a driver for IUU fishing.
- (v) Establishing effective penalties as a deterrent to IUU fishing. The size of penalties and the risk of being apprehended is not generally a sufficient deterrent to IUU

The main elements of the strategy for enhancing the effectiveness of MCS include:

- Implementation of international instruments including the IPOA-IUU;
- Develop and implement national plans of action (NPOAs) in accordance with the IPOA – IUU Fishing;
- Introduction and effective implementation of port state measures;
- Establishing or strengthening of regional databases and other information systems;
- Strengthening regional fisheries bodies and regional fisheries management organizations and improving their effectiveness;

- Flag states ensuring effective control over vessels flying their flag;
- Flag states cooperating with other states through information exchange and other means to ensure compliance; and
- States taking action to prevent natural or legal persons subject to their jurisdiction from engaging in IUU fishing and related activities;

The IPOA-IUU Fishing also provides that States may act through appropriate Regional Fisheries Management Organizations (RFMOs) established in accordance with international law. In 2002, the CRFM was established to promote efficient management and sustainable development of the marine and other aquatic resources in the Caribbean region, as well as to promote cooperative regional arrangements for the management of shared and highly migratory marine resources. This organization is therefore well placed to assist in developing NPOAs and to cause regional actions to be taken with regard to MCS.

## **Conclusion**

IUU fishing is a dynamic and multi-faceted problem and, as such, no single strategy is sufficient to eliminate or reduce it. A concerted and multi-pronged approach is required nationally and regionally to combat this situation. The Declaration on IUU Fishing and MCS will demonstrate that there is a shared commitment for effective management of the living resources of the region, with the strategy for conducting monitoring, control, surveillance and enforcement, as part of any fisheries management structure being developed within the framework of National Plans of Action (NPOAs). These plans would encompass robust institutional capacity, effective planning, adequate funding and cooperative arrangements between institutions at the national level and between neighbouring states at the regional/sub-regional level. By so doing, states will become capable of undertaking MCS operations in a manner that will maximize their ability to prevent, deter and eliminate IUU fishing and related activities. This Declaration would also serve as useful tool in the mobilization of resources to develop and implement the national and regional action plans to combat IUU Fishing.

## **Reference**

CRFM, 2005. A Review of the Current Situation on IUU Fishing and MCS in the Fisheries Sector of the CARICOM / CARIFORUM Region. A Strategy for Enhancing the Effectiveness of MCS and a Proposal for a Project to Enhance the Effectiveness of MCS. 55p. Unpublished.

## **Your notes...**

## Appendix 10-B: Slide presentation on the Draft IUU Declaration

### Draft Declaration on IUU Fishing

prepared by  
CRFM Secretariat

#### IUU Fishing

##### Effects

- Causes significant damage to fish stocks, marine biodiversity and the fragile marine ecosystems which also results in economic losses to states involved.
- Creates economic hardship for states, fishing enterprises and individual fishermen who abide by the rules, and in consequence face unfair practices from unscrupulous operators who target the same species and market without regard for the restrictions faced by others.
- Value of IUU fishing worldwide has been estimated to be more than US\$10 billion per year.

#### The Main International Instruments for Countries to implement effective fisheries management

- The United Nations Convention on the Law of the Sea Convention 1982 (UNCLOS)
- The United Nations Fish Stocks Agreement 1982
- The FAO Compliance Agreement
- The FAO Code of Conduct for Responsible Fisheries
- The International Plans of Action (IPOAs), such as the one on IUU Fishing

#### Monitoring Control and Surveillance

- Systems for monitoring, controlling and surveillance (MCS) of marine fishery resources have become indispensable for effective management and protection of the resources.
- The commercially important resources such as shrimp, red snappers, conch and lobsters are either fully fished or overexploited, and so require that the necessary steps be taken to effectively manage them.
- Good management of marine resources to assist in the development of CARICOM countries and the region is determined, in large measure, by their ability to implement appropriate MCS and enforcement measures.
- Most fishery resources are under national jurisdiction thus making the development of national strategies to prevent, deter and eliminate IUU fishing a key element in their management.
- In the Caribbean situation where countries are in close proximity to each other, both regional and national approaches to providing solutions are required.

#### IUU Fishing

Essentially refers to fishing activities carried out in contravention of the laws governing access to fisheries resources as well as the protection, conservation and management of the resources.

##### Includes:

- fishing without the required licences or quotas, to misreporting catches or not reporting them at all, using prohibited fishing gear.
- unauthorized or irresponsible fishing activities by foreign fishing vessels.

#### Draft Declaration on IUU Fishing and Monitoring, Control and Surveillance

- The Fourth Meeting of the Caribbean Fisheries Forum (CFF) requested the preparation of a regional declaration on IUU Fishing and MCS.
- CRFM Secretariat convened a Regional Workshop in Montego Bay, Jamaica, December 6, 2006, at which the first draft of a declaration on IUU fishing was presented and discussed, with comments and recommendations being made by Member States for its improvement.
- Based on additional comments and recommendations made at the Fifth and Sixth Meetings of the Forum, the CARICOM and CRFM Secretariats revised the document and circulated it to Member States for further review prior to the Ministerial Council Meeting in October 2008 (postponed to January 16, 2009).



### Purpose of the Draft Declaration on IUU Fishing and MCS

Highlight the region's determination and commitment to protect the economic interest of our countries and prevent, deter and eliminate illegal, unregulated and unreported fishing by:

- enhancing the effectiveness of MCS above its current state creating and sustaining the necessary harmonized and contemporary legislative and regulatory regimes;
- building capacity in national fisheries administrations; and
- fostering an attitude of compliance among fishers, which is intended to facilitate and support the management of fisheries nationally and regionally.

### Strategy for enhancing the effectiveness of MCS at the National and Regional levels

- The strategy for enhancing the effectiveness of MCS in the region should include the following:
- Increasing the level of compliance with fisheries and related regulations by fishers.
- Establishing an integrated cost-effective MCS system.
- Establishing effective penalties as a deterrent to IUU fishing.

### Issues

- Full extent of IUU fishing in the CARICOM/CARIFORUM region is not quantified.
- Poaching is a significant problem in countries with high value species such as conch and lobster stocks in Belize, Jamaica and The Bahamas, shrimp in Guyana and Suriname, and tunas in the Eastern Caribbean Islands.
- Throughout the region, the capability for MCS and enforcement is inadequate to ensure compliance with existing legislations and regulations.

### Main elements of the MCS Strategy

The main elements of the strategy for enhancing the effectiveness of MCS should include:

- Implementation of international instruments including the IPOA –IUU
- Development and implementation of national plans of action (NPOAs)
- Establishment or strengthening of regional databases and other information systems
- Strengthening regional fisheries bodies and regional fisheries management organizations and improving their effectiveness
- Flag states cooperating with other states through information exchange and other means to ensure compliance

The CRFM organization is well placed to assist in developing NPOAs and to cause regional actions to be taken with regard to MCS.

### Among the critical issues facing fisheries administrations with respect to MCS

- In most instances, there is need to update legislation or related regulations concerning fisheries management and development in the region in accordance with international agreements and guidelines.
- Non-compliance by national and foreign fishers with the conditions of their licenses.
- Inadequate capacity at the national level within fisheries administrations for carrying out the monitoring and control functions.
- MCS is not given as high a priority as for example, counter-narcotics operations, especially in cases where the funding for equipment and operations is provided by external sources.
- Insufficient awareness among public and private sector stakeholders and the public at large about compliance and the negative effects of IUU fishing.
- Inadequate regional/sub-regional cooperation and coordination in MCS operations.

### Comment

- A concerted and multi-pronged approach is required nationally and regionally to combat IUU Fishing.
- The Declaration on IUU Fishing and MCS will demonstrate that there is a shared commitment for effective management of the living resources of the region, with the strategy for conducting monitoring, control, surveillance and enforcement, as part of any fisheries management structure being developed within the framework of National Plans of Action (NPOAs).
- This Declaration would also serve as useful tool in the mobilization of resources to develop and implement the national and regional action plans to combat IUU Fishing.

## **Appendix 11: Note on Common Fisheries Policy and Regime (CFP&R)**

The workshop may wish to pay special attention to the progress, status and potential of the Common Fisheries Policy and Regime (CFP&R). This is one of the major initiatives of the CRFM, and one that all fisherfolk should be familiar with in order to participate in its development and implementation. This note summarises aspects of the history and current status of the CFP&R. A copy of the current draft of the agreement should be available from all national fisheries authorities and the CRFM Secretariat. It would be useful for FFO leaders and members to occasionally update themselves on this initiative.

### **Brief history**

The CARICOM Heads of Government (CHOG) at their Fourteenth Inter-Sessional Meeting in Trinidad and Tobago, 14 – 15 February 2003, considered and endorsed the proposals from the Government of Barbados on ‘the imperative of elaborating a Common Fisheries Regime’ and mandated the CARICOM Secretariat (CARISEC) to undertake the necessary consultations and propose a framework for consideration at the Twenty-Fourth Meeting in July 2003.

The Caribbean Fisheries Forum at its first meeting in Belize on 27 March 2003 acknowledged that the mandate of the Heads of Governments demonstrated the highest level of commitment by CARICOM Governments to the management and conservation of the region’s fisheries resources. As such, it was determined that the Caribbean Fisheries Forum / CRFM, being the regional fisheries body established by CARICOM, would establish a Working Group, under Rule 11, to implement the mandate from the CHOG and report to them through the Ministerial Council.

Stemming from these decisions, and based on the approval by the CHOG of the Working Group’s Plan of Action for the Establishment of the CFP&R coming out of its first Meeting in Trinidad And Tobago in 2003, the CRFM Secretariat, in collaboration with the CARICOM Secretariat, convened the Second and Third Meetings of the Working Group on the Common Fisheries Policy and Regime in Guyana, from June 9th – 10th, 2004 and in St. Vincent and the Grenadines, 29 – 30 November 2004 respectively.

At the Third Meeting of the Working Group, held 29 – 30 November 2004, in St. Vincent and the Grenadines, participants highlighted the need for consideration of the social, economic and linkage issues in any discussion on the CFP&R. It was agreed that a study to review and elaborate on the social, economic and linkage issues that could affect the CFP&R be undertaken by a team of resource persons drawn from the Fisheries Department of Trinidad and Tobago, UWI-CERMES, OECS-ESDU and the CRFM Secretariat. Terms of Reference were approved by the Regional Multidisciplinary Workshop on the CFP&R held 18 – 19 April 2005, in St. Kitts and Nevis. The report was completed in September 2006.

At the April 2005 Regional Multidisciplinary Workshop, Member States highlighted the need for considering the legal issues related to the structure and operation of the CFP&R. They recommended that the Agreement Establishing the CRFM should be reviewed and the legal implications of the CRFM taking on the role of the implementing mechanism for the CFP&R, and carrying out the role and functions of a Regional Fisheries Management Organization (RFMO) be identified and elaborated. The Workshop recommended establishment of an ad hoc Legal Working Group to address these concerns.

The CRFM Forum and Ministerial Council agreed that an ad-hoc Legal Working Group would be formed, comprising legal experts from Antigua and Barbuda, Barbados, British Virgin Islands, Guyana, Jamaica, Trinidad and Tobago, and Turks and Caicos Islands. Six meetings of the ad-hoc Legal Working Group have been held.



In October 2006, a Special Meeting of the CRFM Forum was held in Guyana to review the progress made on the CFP&R and guide the Working Group. The Special Forum made recommendations addressed at the Fifth Meeting of the ad-hoc Legal Working Group held in Grenada, 31 January – 2 February 2007. The Forum had its Fifth Regular Meeting in Providenciales, Turks and Caicos Islands in May 2007.

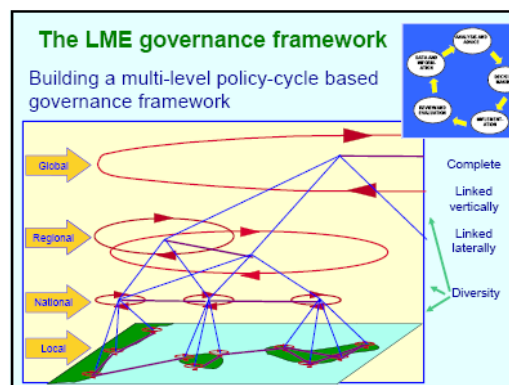
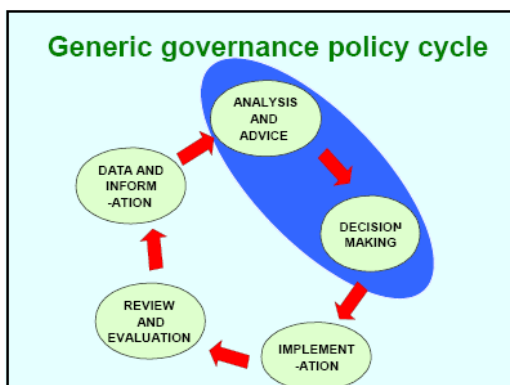
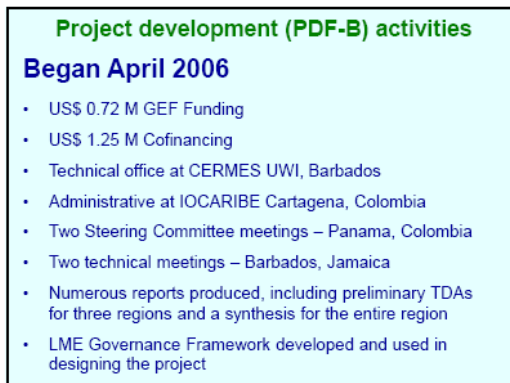
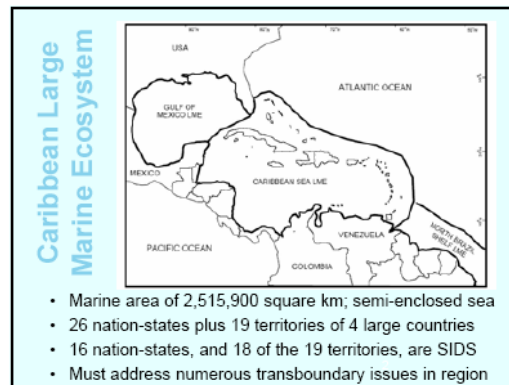
Arising from the Meeting, the CARICOM and CRFM Secretariats retained the service of a legal expert to review and make refinements to the Draft Agreement Establishing the CFP&R in order to expedite completion. There was a meeting of the Expanded Legal Working Group, 9 – 10 August 2007 in Barbados. The output was submitted to a Special Meeting of the CRFM Forum on 3 - 4 October 2007, Guyana, for comments.

### **Current status**

At the Sixth Meeting of the Caribbean Fisheries Forum, 8 – 9 May 2008 in Suriname, it was noted that the 23<sup>rd</sup> Special Meeting of the COTED, 8 – 11 October 2007, Montego Bay, Jamaica requested CARISEC to provide legal opinions as to whether the Common Fisheries Policy and Regime, and the proposed Common Fisheries Zone are grounded in the Revised Treaty of Chaguaramas, and to clarify whether the Common Fisheries Policy and Regime applied only to CARICOM Member States which are party to the Revised Treaty of Chaguaramas or to CRFM Member States, given that not all Members of the CRFM are signatories to the Revised Treaty. A draft legal opinion was presented at the Third Special Meeting of the Caribbean Fisheries Forum St. Vincent and the Grenadines 17 – 18 September 2008, but is not finalized. In addition, some Member States have raised issues concerning the Common Fisheries Zone and powers of the Implementing Agency. The unresolved matters mainly relate to legal and other sovereignty issues.

The CERMES MarGov project has produced policy briefs on CFP&R good governance and related topics.

## Appendix 12: Slide presentation on CLME



## Building the CLME Governance Framework “Learning by doing”

### Long-term goal

Fully-functional policy cycles at all appropriate levels with the appropriate vertical and lateral linkages.

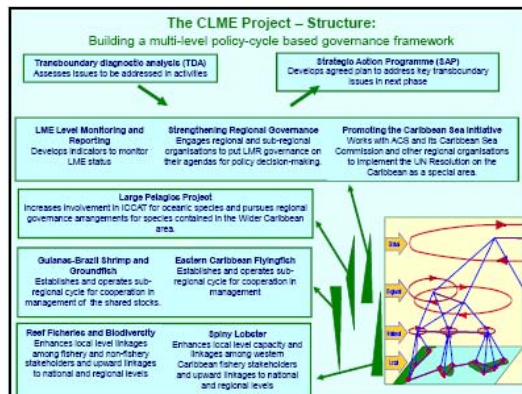
### Framework building interventions

- Interventions can be:
  - Specifically targeted at:
    1. Establishing or completing policy cycles
    2. Building or enhancing linkages
  - Approached incrementally by targeting deficient areas

## The CLME Project - Approach

### LME governance framework can accommodate

- Diversity of policy cycle arrangements and linkages
  - Hierarchical
  - Collaborative
- Diversity of EBM approaches that currently exist
- Existing organizations - but will require that they review and adjust their modes of operation



## LME level monitoring and reporting

- **System for monitoring and reporting at the LME level (major output of the Project)**
- **Appropriate policy cycles / levels, otherwise outputs will not have clients for uptake**
- **Activities**
  - Identification of categories / suites of indicators
  - Identification of information sources for indicators
  - Specification and establishment of process
  - Application of process (adaptive management)

## Promote regional ocean governance

- **Get the CARSEA and CLME concepts and frameworks onto the agendas of regional and subregional organizations**
- **Make policy inputs needed for organisations to adapt to and facilitate framework**
- **Increase public awareness of importance of ocean governance**

## Advance the ‘Caribbean Sea Initiative’

- **Support to the ACS Caribbean Sea Commission and other regional arrangements in establishing full policy cycles for living marine resources**
- **Preparation of inputs to their review and decision making processes**
- **Support for sessions that focus on LMR issues**

### Regional management of large pelagics

- Get Caribbean countries involved in ICCAT
- Establish a full policy cycle for management of 'regional' large pelagics
- Activities
  - Identify appropriate competent organisation
  - Assess one or two key species
  - Obtain and implement decisions

### Fishery specific projects

- Eastern Caribbean flyingfish – CRRFM
  - strengthening of linkages between 'analysis and advice' and 'decision making' policy bodies
  - improve coordinated implementation at Sub-Regional level
  - increase stakeholder involvement at local, national and Sub-Regional levels
  - WECAFC ad hoc Flyingfish Working Group

### Fishery specific projects

- Guianas/Brazil shrimp and groundfish – WECAFC
  - weakness and strengths of policy cycle well studied by FAO-WECAFC working group on shrimp and groundfish
  - key areas for interventions recommended
  - model for what is achievable in terms of ecosystem-based management of a sub-regional, mixed fishery

### Fishery specific projects

- Western Caribbean lobster – OSPESCA
  - local governance structure to deliver data and information to the higher levels
  - implement regional management rules, whilst still maintaining some degree of self-regulation
  - find the correct balance between top-down and bottom-up approaches to management

### Fishery specific projects

- Reef fisheries and biodiversity – UNEP
  - develop a governance framework
    - to manage demands whilst ensuring ecological integrity of reefs
    - to withstand environmental shocks and stresses such as climate change
  - interest in adjoining reef areas where regulation is less stringent and fishing pressure is heavier
  - involving stakeholders in decisions crucial in creating effective governance structure

Thank you

# Marine Resource Governance in the Eastern Caribbean (MarGov Project)



Centre for Resource Management  
and Environmental Studies (CERMES)  
Faculty of Pure and Applied Sciences  
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Grant funds provided by  
IDRC Rural Poverty and  
Environment Program



## Appendix 13: The MarGov Project

**Implementing organization:** Centre for Resource Management and Environmental Studies (CERMES), UWI, Cave Hill, Barbados.

**CERMES principal co-investigators:** Dr. Patrick McConney (MarGov Project Manager) and Professor Robin Mahon

**Geographic coverage:** Eastern Caribbean (OECS and Barbados)

**Project period:** March 2007 to February 2011

**Grant funding:** International Development Research Centre (IDRC), Canada

### Overview:

Many people in the eastern Caribbean depend on the good governance and sustainable development of the marine environment for their livelihoods.

With this in mind, CERMES has embarked on a four-year research project into marine resource governance in the eastern Caribbean that aims to influence marine resource management decision making at the individual and policy levels.

### • The Challenge:

To develop among stakeholders marine resource governance systems that are more resilient and can better adapt to issues as they arise, while building adaptive capacity into present and planned

marine resource management initiatives.

### • The Approach:

The MarGov researchers are mapping the linkages between marine stakeholders in order to evaluate strengths and weaknesses within those networks that could help or hinder good governance practices in fisheries and coastal management in the eastern Caribbean.

### Stakeholders are:

**Policy Makers:** high level government officials, heads of major corporations, heads of major NGOs and regional organisations, high level media executives.

**Change Agents:** marine and fisheries management authorities, university researchers, mid-level technocrats/advisors

**Resources Users:** fisher folk, coastal communities, coastal developers, general public, media representatives.

Project partners: funding agencies and evaluators.



# Marine Resource Governance in the Eastern Caribbean (MarGov Project)



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## Major Expected Outcomes

1. Stakeholders take more co-operative approaches to tackling marine resource issues.
2. Research results are incorporated into marine governance policies.
3. New policies enable self-organised stakeholders to respond more effectively and efficiently to issues.
4. Researchers better understand the factors that enhance resilience and adaptive capacity in responding to issues

## Principles of Good Governance

- Participation
- Rule of Law
- Transparency
- Responsiveness
- Consensus Oriented
- Equity and Inclusiveness
- Effectiveness and Efficiency
- Accountability

## Why Apply Good Governance Principles to Marine Resource in the Eastern Caribbean?

- The Caribbean's marine resources are under threat from natural and human-made hazards.
- Poor governance is a major factor in the overexploitation and unsustainability of Caribbean marine resources.
- The 26 countries and 19 territories of the wider Caribbean have recognised this link and requested assistance in implementing an effective governance regime.

## Who is responsible for good governance?

The MarGov Project team sees a role for all stakeholders in the good governance of marine resources. Indications are that there needs to be a more co-operative approach to diverse marine issues.

Stakeholders are:

If an enabling policy environment can be created, self-organised stakeholders would be able to respond more effectively and efficiently to marine resource issues without being constrained by rules and regulations that do not adapt readily to different situations.

The MarGov Project has been designed so that its research results can be fed into policy-making decisions on a global, regional and international scale.

## For More Information Please Contact:

**Carmel L. Haynes**  
**Communications Officer**  
**Marine Governance Project Unit**  
**CERMES**  
**University of the West Indies**  
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## Appendix 14: CLME Project



### **Marine Ecosystem Based Management in the Caribbean: an essential component of Principled Ocean Governance**

Regional symposium sponsored by the Nippon Foundation, organized by Dalhousie University, the International Ocean Institute and the University of the West Indies, held at the Cave Hill Campus, Barbados, 10-12 December 2008

#### **EBM symposium messages for CARICOM fisheries policy-makers and other fishing industry stakeholders**

##### **What is marine ecosystem based management (EBM)?**

EBM is an integrated, comprehensive approach to the management of all human activities in the seas and oceans. Human systems and marine resource systems are managed as being closely linked and affecting each other. It also links the various sectors that share use of marine ecosystems, e.g. fisheries, tourism, shipping, energy, and addresses complexity.

##### **What is principled ocean governance?**

Principled ocean governance will become a reality for the Caribbean when all decisions that affect the Caribbean Sea are guided by a set of shared principles. These principles are drawn from several international, regional and national statements of policy and law. They are needed to guide marine resource decisions at multiple levels involving resource users, managers, policy-advisers and ministers.

##### **Symposium vision for marine EBM in the Wider Caribbean**

**Healthy marine ecosystems in the Wider Caribbean that are fully valued and protected through strong institutions at local, national and regional levels providing effective governance that involves everyone, is fully understood and supported by the public, and enhances livelihoods and human well-being.**

##### **Why hold the regional symposium at this time?**

Marine ecosystems of the Caribbean provide considerable economic and other benefits for the people of the region. Sustainable use of marine resources cannot be approached piecemeal. There must be a holistic approach, NOW, that recognizes ecosystem complexity and how systems function at large scales. This approach is essential to deal with upcoming challenges such as climate change.

##### **What did the symposium set out to achieve?**

The purpose of the symposium was to bring together a wide cross section of leaders in living marine resource governance to explore the extent to which they are working from common principles, to develop a shared vision for EBM in the Wider Caribbean Region and to identify key strategic action to implement EBM. Keeping the EBM shared vision alive and in sight will help coordinate efforts regionally.

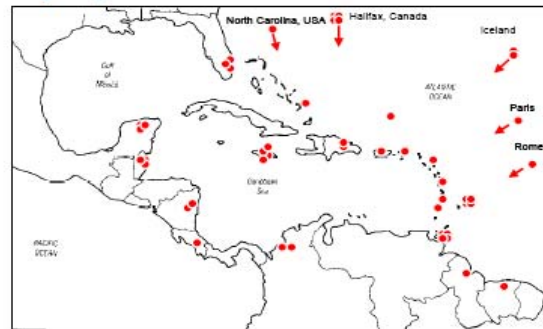
For more information on marine resource governance in the Eastern Caribbean you can also contact the CERMES MarGov project team via email address [margov.project@cavehill.uwi.edu](mailto:margov.project@cavehill.uwi.edu), Fax 246-424-4204, Tel. 246-417-4725

## Symposium specifics

### The flow of the symposium....



## Symposium statistics

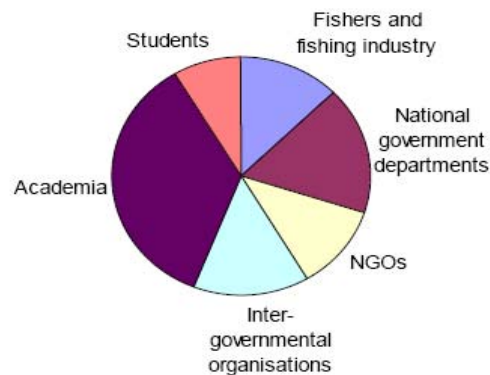


### What happened on each day

#### The ecosystems and governance

- Reef ecosystems
  - Inshore fishing, tourism, pollution
  - Multiple use, coastal development
- Pelagic ecosystems
  - Offshore fishing, oceanic issues
  - International jurisdiction, exports
- Continental shelf ecosystems
  - Shrimp and groundfish, rivers
  - Industrial and small scales, export
- Governance
  - Organisations, institutions, people
  - Livelihoods, civil society, choices

### Where participants came from



### What the groups were working on

#### What are we going to do?

Our goal is to make the vision become a reality by strengthening policy networks for decision-making at the local, national, sub-regional, regional and international levels. This includes focusing on marine ecosystem-based management (EBM) as an essential component of principled ocean governance in the Wider Caribbean and turning the vision into practical action.

### Who the participants were

#### How are we going to do it?

- Policy makers take leadership roles in initiatives such as the CLME project and CRFM Common Fisheries Policy
- All stakeholders start incorporating marine EBM and principles in practice
- Involve fisher folk organizations and other stakeholders in governance
- Incorporate marine resource valuations into inter-sectoral decision-making

Visit the EBM Symposium web site: [http://marineaffairsprogram.dal.ca/MAP\\_Projects/EBM\\_Symposium.php](http://marineaffairsprogram.dal.ca/MAP_Projects/EBM_Symposium.php)  
Symposium presentations, titles and abstracts of chapters, the list of participants and more can be downloaded

For more information on marine resource governance in the Eastern Caribbean you can also contact the CERMES MarGov project team via email address [margov.project@cavehill.uwi.edu](mailto:margov.project@cavehill.uwi.edu), Fax 246-424-4204, Tel. 246-417-4725



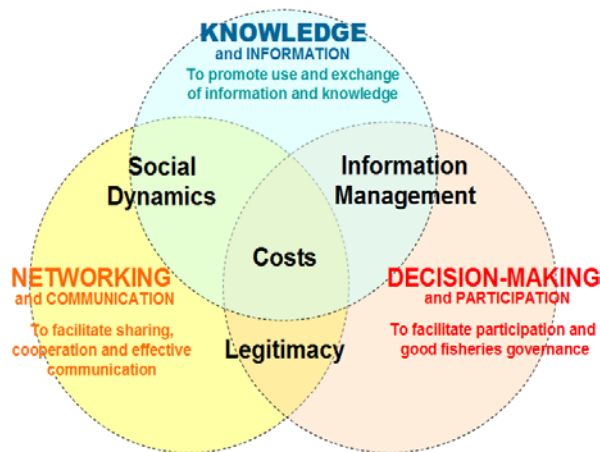
## Appendix 15: Note on Laura Tabet's research on fisherfolk organisations

The workshop may want to consider some of the research findings of Laura Tabet, Dalhousie University MSc student, who did an internship with CERMES and CRFM Secretariat on fisherfolk organizations in the CRFM region. This note extracts some of the information from a poster presentation, referenced as: Tabet, L. and T. Phillips "A Caribbean Regional Network of National Fisherfolk Organizations", GCFI 2008.

### Research methods and questions

Investigating the network characteristics between fisherfolk, their organizations and government bodies provides insights on the quality of stakeholder interactions and communication flows which affect participatory processes across multiple levels. The research discusses the outcomes of CRFM workshops, national consultations, field visits and interviews geared towards development of fisherfolk organisations

- How does information flow among stakeholders in the fishing industry?
- What affects the legitimacy of management and participatory processes for fisherfolk?
- How do social dynamics and networking strategies affect fisherfolk participation?
- What are the costs of implementing participatory processes?



### Main Findings on Information Management

- Fisherfolk depend on government bodies for information.
- Poor extension services result in inadequate access to relevant information by fisherfolk
- PFOs share information more effectively through NFOs
- Fisherfolk unaware of national and regional initiatives e.g. development of a Common Fisheries Policy and Regime and opportunities for livelihood enhancement

### Main Findings on Legitimacy

- Fisherfolk lack confidence in the governments' commitment to participatory management
- Incompetent managers are not held accountable
- Lack of ownership and participation in FFO management fosters an attitude of disinterest for self-governance
- NFOs need to be inclusive of different PFOs (cooperatives, associations)
- Regular communication between the CU and NFOs is needed to build credibility of the regional network

### Main Findings on Social Dynamics

- Diverse skill sets make NFOs more stable than PFOs
- Networking strategies of PFOs are informal and confined to immediate needs (red dots), restricting opportunities to forge new beneficial partnerships
- Middle men can be positive or negative forces in FFO and network development

## Main Findings on Social Dynamics



- Networking strategies of PFOs are informal and confined to immediate needs (inner circle), restricting opportunities to forge new beneficial partnerships (outer circle)
- Middle men can be positive or negative forces in FFO and network development
- Diverse skill sets make NFOs more stable than PFOs

## Main Findings on Costs

- FFOs reduce access costs for fisherfolk and have the potential to decrease fisheries management costs
- The benefits of voluntary activities taken to strengthen FFOs outweigh the costs in the long term

## Conclusions on the Viability of a Regional Network of National Fisherfolk Organizations

- Poor communication flows weaken FFOs network development
- Strengthening NFOs contributes to improved knowledge sharing across multiple-levels
- Extension services play an integral role in developing networks and maintaining communication flows at the local, national and regional levels
- Roles of middle-men need to be assessed as local level power structures can challenge FFO development
- CU can promote the formation of the regional network by functioning informally as the temporary hub for the existing NFO network
- Multi-level communication and networking mechanisms rely on integrating informal communication systems with new technologies that present information in a way that facilitates effective participation in the decision-making process by fisherfolk, fisheries managers and policy-makers.

**Your notes...**

## Appendix 16: Commonwealth Civil society Statement



### WINDHOEK COMMONWEALTH CIVIL SOCIETY STATEMENT ON SUSTAINABLE FISHERIES MANAGEMENT FOR COASTAL COMMUNITIES IN SOUTHERN AFRICA

Fishers and associated civil society representatives from seven countries<sup>2</sup> met in Windhoek, Namibia on 14 - 15 May 2008 in advance of the meeting of Southern African Development Community (SADC) Fisheries Ministers on Illegal, Unreported and Unregulated ( IUU ) fishing to be held in the same capital on 2- 4 July 2008. Noting the need for SADC Ministers to work closely with subsistence, artisanal and small-scale fishers affected by IUU fishing through appropriate co-management, capacity building, information sharing and other initiatives, they called for urgent action to:

- Improve the local management and governance of fisheries, and to integrate this into national fishery policies
- Review market mechanisms to ensure fair prices and sustainable livelihoods for artisanal and local fishers
- Introduce a joint national and local mechanism to manage fisheries and license boats to reduce widespread overfishing and depletion of stocks.

The consultation in Windhoek was opened by Mr. Kilus Nguvauva, Deputy Minister for Fisheries and Marine Resources, Namibia, who urged participants to compile comprehensive guidelines for sustainable fisheries management in coastal waters.

The meeting was the first in a two year Commonwealth programme on marine fisheries management and coastal zone communities, funded by the Australian and United Kingdom governments, and organised by the Commonwealth Foundation, the Commonwealth Policy Studies Unit (London University) and the non-governmental Commonwealth Human Ecology Council. It follows a recommendation from the 2007 Commonwealth People's Forum in Kampala ("Realising People's Potential, para 46c")<sup>3</sup> which urged Commonwealth member states and institutions to recognise the global decline in fish stocks, and to take urgent steps to put both marine and inland fisheries on a sustainable footing.

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<sup>2</sup> Five SADC member states – Democratic Republic of the Congo, Mauritius, Namibia, South Africa and Tanzania, as well as the Seychelles and United Kingdom

<sup>3</sup> Commonwealth Foundation (2008) *Realising People's Potential*. Commonwealth Foundation, London, 39pp. [http://www.commonwealthfoundation.com/uploads/documents/FINALJAN08CO09\\_4875\\_01\\_Uganda\\_Kampala\\_statement@101.pdf](http://www.commonwealthfoundation.com/uploads/documents/FINALJAN08CO09_4875_01_Uganda_Kampala_statement@101.pdf)

Following detailed work by three groups and a plenary discussion, the agreed statement covered the rights of the public and fishing communities; problems of overfishing and non-SADC boats; and the interaction of fishers with consumer markets. It called for all SADC governments to:

- Review laws and practices affecting fisheries and coastal communities, taking account of the need for food security, the alleviation of poverty, and the mitigation of climate change
- Involve their citizens fully in formulating fishery policies and legislation, obtain approval from the communities affected, and remember that their authority derives from the public
- Adopt a regional approach to the management of shared fisheries resources and transboundary issues, especially foreign access agreements, IUU fishing, and the reduction of by-catch
- Acquire better data on fish stocks prior to award of licenses; adopt a precautionary approach to setting catch levels; and independently audit fishing quotas, to ensure that they are observed
- Introduce a fair and transparent licensing system for foreign and national fishing boats, and renegotiate inequitable foreign access agreements
- Actively discourage transshipment of fish in open waters
- Require mandatory installation of by-catch reduction devices and introduction of effective observer programmes in all SADC maritime states within two years, to check catches and reduce by-catch
- Achieve the target set by the WSSD<sup>4</sup>, by which 12 per cent of the coastal shelf should be set aside as Marine Protected Areas
- Support the creation of fishers' cooperatives, to improve marketing and capacity in the supply chain
- Involve fishers in the entire supply and marketing chain, including transport, storage and distribution to markets, buyers and restaurants, to ensure better product quality for customers and better prices for fishers
- Provide infrastructure and capacity-building support to fishing communities, including supply of ice-making machines, and relevant facilities that help them to comply with quality standards and thereby compete effectively
- Implement branding and certification schemes in southern Africa, so that markets, consumers and restaurants can identify fish from sustainably managed fisheries

The Windhoek consultation selected two representatives to bring this statement to the SADC ministerial conference in Windhoek, from 2 - 4 July 2008. It will be followed by similar events in the South Pacific and Caribbean, an interaction with fisheries officials at FAO in Rome in 2009, and a programme of case studies and study tours focused on the Caribbean, Africa, the Indian Ocean and the South Pacific.

A major report will be delivered to Commonwealth Heads of Government, prior to their meeting in Trinidad and Tobago in November 2009. The aim is for Commonwealth leaders to make a significant commitment to the sustainable management of marine fish stocks, sustainable livelihoods for fishers, and the long-term viability of fishing communities.

2 JUNE 2008

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<sup>4</sup> World Summit on Sustainable Development, Johannesburg, Republic of South Africa, 26 August - 4 September 2002. <http://www.un.org/events/wssd/>

## **ANNEX 1: PARTICIPANTS LIST**

1. **Patrick Fortuno**  
Apostleship of the Sea, Mauritius.
2. **Hoddle Gaseb**  
Hanganeni Fishing Programme, Namibia.
3. **Sithembiso Gwaza**  
Masifundise Development Trust, South Africa.
4. **Maria Hoffman**  
Masifundise Development Trust, South Africa.
5. **Michelle Joshua**  
Masifundise Development Trust, South Africa.
6. **Vassen Kauppaymuthoo**  
Kalypso, Mauritius.
7. **J. M. Garcia Lago**  
NAMFI, Namibia
8. **Joseph Lugendo**  
Majira Newspaper, Tanzania.
9. **Obed Mahenda**  
Vijana Vision, Tanzania.
10. **Dr. Malikwisha Meni**  
Ruwenzori University, Democratic Republic of Congo.
11. **Georges Michel**  
Fishing Association board member, Seychelles
12. **Oyvind Edman Mikalsen**  
Stop Illegal Fishing, Botswana.
13. **Albert Napier**  
Apostleship of the Sea, Seychelles.
14. **Dr. Amani Ngusaru**  
WWF, Tanzania.
15. **Martin Purves**  
Capfish, South Africa.
16. **Dr. Andre Standing**  
Institute for Security Studies (ISS), South Africa.

17. **Dr. Victoria te Velde**  
Commonwealth Policy Studies Unit (CPSU), UK.
18. **Martin Tjipute**  
University of Namibia, Namibia.
19. **Nico Waldeck**  
Masifundise Development Trust, South Africa.
20. **Chacha B. Wambura**  
Foundation HELP, Tanzania.
21. **Jonathan Ukelo Wanok**  
Flevica, Democratic Republic of Congo.

**Further information:**

For further information on the Commonwealth Fisheries Programme and the Windhoek Civil Society Statement on Sustainable Fisheries Management for Coastal Communities in Southern Africa, please contact:

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## **Appendix 17: Regional Fisherfolk Organizations' Statement on Policies for Sustainable Fisheries in the Caribbean**

**Kingstown, St. Vincent and the Grenadines, 14 January 2009**

Fisherfolk leaders from primary and national fishing industry organisations based in eleven (11) CARICOM Member States<sup>5</sup> and the Regional Fisherfolk Organisation- Coordinating Unit (RFO-CU) met in Kingstown, St. Vincent and the Grenadines, 13 January 2009, in advance of the first meeting of the Ministerial Council of the Caribbean Regional Fisheries Mechanism (CRFM). The occasion was a Workshop on Regional Fisherfolk Organisation Policy Influence and Planning.

The workshop was hosted by the government of St. Vincent and the Grenadines and co-sponsored by the Commonwealth Foundation and Centre Technique de Coopération Agricole et Rurale (CTA). It was organised and facilitated by the Caribbean Natural Resources Institute (CANARI), Caribbean Regional Fisheries Mechanism (CRFM) Secretariat, and the Centre for Resource Management and Environmental Studies (CERMES) of the University of the West Indies (UWI).

The workshop acknowledged the efforts and progress being made at the policy level to improve fisheries governance, management and development in the region with growing stakeholder participation. However, levels of fisherfolk engagement and consultation by fisheries authorities in policy matters such as on the Common Fisheries Policy and Regime (CFP&R) were at levels lower than desirable in several countries. Participants discussed a wide range of issues affecting the livelihoods of fisherfolk and the role of fisheries policy in enabling the issues to be resolved. Noting the need for CRFM fisheries policy-makers and fisheries authorities to work closely with fisherfolk organisations through appropriate governance, capacity building, information sharing and other initiatives, the participants called for CRFM fisheries ministers to take urgent action to:

### **Stakeholder participation**

1. Involve fisherfolk fully and directly in formulating fisheries policies, management plans and legislation, noting that authority for good governance derives from the public and law
2. Develop common guidelines for harmonised regional or sub-regional, national and local consultation processes with suitable indicators to monitor and evaluate success
3. Establish support mechanisms and capacity-building for the skills required for effective participation and collaboration between government and fishing industry stakeholders
4. Provide fisherfolk with adequate access to state-held fisheries information and documents consistent with transparency and other principles of good governance

### **Common Fisheries Policy and Regime (CFP&R)**

5. Improve public education, information sharing and fisherfolk consultation for finalising the agreement to establish the Common Fisheries Policy and Regime (CFP&R)
6. Especially involve fisherfolk in the decision-making concerning the proposed Common Fisheries Zone and its function in the Common Fisheries Policy and Regime (CFP&R)

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<sup>5</sup> See annex for list of leaders and their organisations. The countries were Antigua and Barbuda, Barbados, Dominica, Grenada, Guyana, Jamaica, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, and Trinidad and Tobago

## **IUU Fishing**

7. Adopt a regional approach to the governance and management of shared fisheries resources, and to address transboundary issues such as foreign and IUU fishing
8. Finalise the Draft Declaration on Illegal, Unreported and Unregulated (IUU) Fishing and Monitoring, Control and Surveillance (MCS) after national consultation with fisherfolk
9. Respond to the CARICOM Secretariat on the Draft Declaration IUU Fishing and MCS following the consultation and incorporate the recommendations of fisherfolk in the reply
10. Ensure that the Declaration IUU Fishing and MCS, when fully implemented, is applied equitably to national and foreign fleets in transparent fashion at all times
11. Determine the extent to which IUU fishing by non-CARICOM fleets poses a threat to the livelihoods of CARICOM fisherfolk and the potential for fisheries development
12. Exert tighter controls over vessels on the open registries of CARICOM countries, and foreign fleets based in CARICOM countries, to ensure local fleets are not disadvantaged

## **Fisheries management and development**

13. Review laws and practices affecting fishing communities, taking account of the need for food security, the alleviation of poverty and adaptation to climate change
14. Harmonise fisheries laws among CARICOM countries to the extent technically and practically feasible, and ensure their equitable enforcement across the region
15. Complete and implement, in a participatory manner, national fisheries management plans and seek to formulate sub-regional and regional plans where technically appropriate
16. Incorporate the principles of marine ecosystem-based management (EBM) and the ecosystem approach to fisheries (EAF) in fisheries policy and management plans
17. Ensure that the Code of Conduct for Responsible Fisheries is known by all fisheries stakeholders and used to guide fisheries policy, planning and management at all levels
18. Acquire better data on fish stocks and fisheries; adopt a precautionary approach in relation to fisheries management and share data for accurate fisheries assessments
19. Involve fisherfolk in marine protected area (MPA) design and implementation, whether or not the MPAs have primarily fisheries management or other core objectives
20. Support, tangibly and by enabling policy, the creation and strengthening of fisherfolk organisations to improve livelihoods and meaningful participation in fisheries policy
21. Involve fisherfolk in policy decisions affecting the entire fish supply and marketing chain to ensure better seafood product quality for customers and better prices for fisherfolk
22. Provide infrastructure and capacity-building support to fishing communities, including the supply of ice and relevant facilities that help them to comply with quality standards
23. Facilitate inter-sectoral interaction among coastal users, such as between fishing and shipping interests, consistent with principles of integrated coastal management
24. Institute education, health and social security systems appropriate to fishing occupations in order to support the well-being of existing and future generations of fisherfolk
25. Establish or strengthen competent authorities for food safety and quality assurance systems that apply to imported items, local seafood and exported fish and fish products

The workshop selected two representatives to present the statement to the CFRM Ministerial Council scheduled for 16 January 2009 in anticipation of it being placed on the agenda. With further assistance from the Commonwealth Foundation, the participants plan to meet again on these and related policy issues prior to the Commonwealth Heads of Government meeting in Trinidad and Tobago in November, 2009. The aim of the international initiative of which these workshops are part is for Commonwealth leaders to make a significant commitment to the sustainable management of marine fisheries, sustainable livelihoods for fisherfolk and the long-term viability of fishing communities.



## **Annex 1. List of Fisherfolk Organisation Leaders and Other Participants**

### **Fisherfolk organisation leaders**

Eocen Victory  
Goodwill Fishermen's Cooperative Society  
St. Vincent and the Grenadines

Palma Gibson  
Calliaqua Fisherfolk Co-operative (CALFICO)  
St. Vincent and the Grenadines

McMillan Medard  
St. Lucia National Fisherfolk Co-operative  
Society Ltd.  
St. Lucia

Winston Hobson  
Nevis Fishermen's Co-operative  
St. Kitts and Nevis

Emile Louis  
Trinidad and Tobago Unified Fisherfolk (TTUF)  
Trinidad and Tobago

Glaston 'Chris' White  
Jamaica Fishermen's Cooperative Union  
Jamaica

Bhawase Harripaul  
Upper Corentyne Fishermen's Co-operative  
Society Ltd. (UCFCS)  
Guyana

Huron Vidal  
National Association of Fisherfolk Cooperative  
Ltd.  
Dominica

Dexter Chance  
St John's Fishermen's Association  
Grenada

Parmanand Sewdien  
Suriname Seafood Association  
Suriname

Vernel Nicholls  
Barbados National Union of Fisherfolk  
Organizations (BARNUFO)  
Barbados

Joslyn Lee Quay  
Trinidad and Tobago Unified Fisherfolk (TTUF)  
Trinidad and Tobago

Mitchell Lay  
Antigua and Barbuda Fisheries Alliance Inc.  
Antigua and Barbuda

### **Other participants**

Jennifer Cruickshank  
Fisheries Division  
St. Vincent and the Grenadines

Petronila Polius  
Department of Fisheries  
St. Lucia

Chester Languigne  
Department of Co-operatives  
Grenada

Terrence Phillips  
CRFM Secretariat  
St. Vincent and the Grenadines

Carmel Haynes  
CERMES  
UWI Cave Hill Campus  
Barbados

Sarah McIntosh  
Caribbean Natural Resources Institute (CANARI)  
Trinidad and Tobago

Patrick McConney  
CERMES  
UWI Cave Hill Campus  
Barbados

**Further information:**

For further information on the policy perspectives and plans of the regional fisherfolk organisation contact:

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Mr. Joslyn Lee Quay  
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Email: [joslee@tstt.net.tt](mailto:joslee@tstt.net.tt)

## **Appendix 18: Press Release**

**KINGSTOWN, St. Vincent, January 13, 2009**

The Caribbean's Regional Fisherfolk Organisation (RFO) will host a Press Conference on 14 January 2009, at 10 a.m. in the Fisheries Division Complex, Kingstown, to announce recommendations they intend to place before the Ministerial Council of the Caribbean Regional Fisheries Mechanism (CRFM) when it meets in St. Vincent and the Grenadines on Friday, January 16, 2009.

Chief among the RFO Recommendations will be a call on the meeting of fisheries ministers to ensure that fisher folk across the region are guaranteed a formal means through which their input can be made on policy decisions in the fisheries sector that directly affects their livelihood. The RFO will also make recommendations regarding the local management, development and governance of fisheries; fisheries projects and research; trade in fish and fish products; illegal, unreported and unregulated (IUU) fishing; and the Common Fisheries Policy and Regime (CFP&R).

These recommendations are coming out of a current meeting of the fisherfolk leaders from primary and national fisherfolk organisations from 11 CARICOM states (Antigua and Barbuda, Barbados, Dominica, Grenada, Guyana, Jamaica, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago) in Kingstown, St. Vincent and the Grenadines, between 13 – 15 January 2009. This meeting, hosted by the Government of St. Vincent and the Grenadines, is co-sponsored by the Caribbean Natural Resources Institute (CANARI), the CRFM, the Centre Technique de Coopération Agricole et Rurale (CTA), the Centre for Resource Management and Environmental Studies (CERMES) of the University of the West Indies (UWI), and the Commonwealth Foundation.

This meeting of fisherfolk leaders in Kingstown also contributes to a two year Commonwealth programme on marine fisheries management and coastal zone communities, which urges Commonwealth member states and institutions to recognise the global decline in fish stocks, and to take urgent steps to put both marine and inland fisheries on a sustainable footing.

You are invited to send a team to cover this Press event on 14 January 2009, at the Fisheries Division Complex in Kingstown, St. Vincent and the Grenadines at 10 a.m.

## Appendix 19: Newspaper clippings

SEARCHLIGHT. FRIDAY, JANUARY 16, 2009. PAGE 28

**NEWS/** workshop calls for active participation of fisherfolk within the entire management structure of fisheries.

### Regional Fisherfolk planning for future

CALL has been made for Ministers of Agriculture in the CARICOM region to fully involve the fisherfolk community when formulating fisheries policies, management plans and legislation, as well as to be cognizant that good governance comes from the public and the law.

The request came from Mitchell Lay, Coordinator of the Regional Fisherfolk Organisation - Coordinating Unit (RFO-CU). Lay made the appeal while chairing a 3-day workshop on Regional Fisherfolk Organisation Policy Influence and Planning, which started on January 13 and ended on January 15, 2009, at the Fisheries Division Complex, Kingstown.

Lay, addressing the workshop which is being held in advance of the first meeting of the Ministerial Council of the Caribbean Regional Fisheries Mechanism (CRFM), and the recommendations his organization intend to place before the council, said the regional fisherfolk representatives attending the conference also believe that there should be common guidelines throughout the CARICOM region that would allow for the active participation of fisherfolk within the entire management structure of fisheries.

"Also, we think there should be support mechanisms established that allow for fisherfolk to develop the capacity and the skills necessary to participate," said Lay, adding that his organization is certain that there is lack of information on what is happening across the region in terms of fisheries management plans, development plans, and collaboration from a regional level where donor agencies are concerned in major projects.

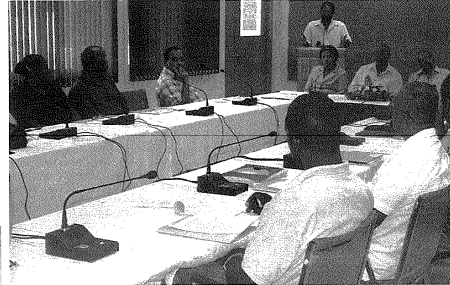
Besides the local management and governance of fisheries, the RFO will also make recommendations regarding fisheries projects and research; trade in fish and fish products; illegal, unreported and unregulated (IUU) fishing; and the Common Fisheries Policy and Regime (CFPR).

Fisherfolk leaders from primary and national fishing industry organizations based in 11 CARICOM member states and representatives from the RFO attended the meeting. The meeting, hosted by the Government of St. Vincent and the Grenadines, was also co-sponsored by several other organizations, including the University of the West Indies and the Commonwealth Foundation.

The meeting also contributes to a two year commonwealth programme on marine fisheries management and coastal zone communities, which urged Commonwealth member states and institutions to recognise the global decline in fish stocks, and to take urgent steps to put both marine and inland fisheries on a sustainable footing. (HN)



FISHERFOLK left to right: Joslyn Lee Quay, RFO Deputy Coordinator, Mitchell Lay, RFO Coordinator, and Carmel Haynes, UWI.



REGIONAL FISHERFOLK at the 3-day workshop on Regional Fisherfolk Organisation Policy Influence and Planning, which started on January 13 and ended on January 15, 2009, at the Fisheries Division Complex, Kingstown.

### Fisherfolk leaders urged to voice fisheries policy recommendations

FISHERFOLK from around the region who attended a workshop held in St. Vincent and the Grenadines this week should now have a more thorough knowledge of fisheries initiatives taking place in the Caribbean.

The Regional Workshop of Fisherfolk Organizations, which began on January 13th and ended yesterday, 15th January, 2009, saw participation from members of the Regional Fisherfolk Organization (RFO-CU) and other fisherfolk leaders from primary and national fisherfolk organizations.

Speaking at the opening ceremony, Chief Fisheries Officer Raymond Ryan noted that small islands of the Caribbean are heavily dependent on Fisheries for their survival, as well as economic development. He further stated that the government is supporting the efforts of the CRFM to advance fisheries development in St. Vincent and the Grenadines.

Grenadines.

The objectives of the workshop, which was organized by the Caribbean Regional Fisheries Mechanism (CRFM), in collaboration with several other regional organizations, was held to provide fisherfolk leaders with the information regarding fisheries initiatives in the region and to encourage their participation in advancing fisheries policy recommendations. The workshop also hopes to review the activities done by the RFO-CU in the last year and to develop a communication strategy plan for the RFO-CU.

Regional organizations collaborating with the CRFM in this venture are The Commonwealth Foundation, CANARI (Caribbean Natural Resource Institute) and UWI-CERMES (University of the West Indies Centre for Research Management and Environmental Studies. (OS)



LEFT TO RIGHT: Directors of the 2BY2 organization, Luke Browne, Kimsha Williams and Jamal Browne.

### '2 BY 2' born from 'Behold the Man' lecture series

A NEW GROUP has emerged from the 2008 'Behold the Man' lecture series. The group, '2BY2', an initiative of the organizers of the 2008 series, was presented to the media, along with the group's plans for 2009 on Monday, January 12, 2009, at the Browne Law Chambers in Kingstown.

The name (2-BY-2), which the organizers say has symbolic value, came from examining the personalities of the 2008 lecture series. One of the organizers said that the name has many different meanings, including a 2-by-2 shack and a 2-by-2 piece of wood. Luke Browne, one of the organizers, explained:

"The 2-by-2 shack carries a story central to Caribbean History - from humble beginnings to a magnificent place. The mason would use a piece of 2-by-2 when developing sophisticated structures. Maurice Bishop said, as a leader of the Grenadian people, '...We have the right to try, and build our own process in our own way... we have a right to build our country after our own likeness and image and not after somebody else's. To defend this right, to defend the expression of our idea, the 'piece of 2 by 2' would become a weapon;

a weapon used to protect our yard from invasion."

Jamal Browne, another director of the group, also commented on the hope he has for the expansion of the group and their efforts to educate the nation. "We are looking forward to having a presence in all homes of SVG," he said.

Part of the group's efforts include an essay competition dubbed '2BY2 express yourself through writing 2009'. The essay competition has four categories: University students (Class A), under-twenty students, (Class B), Under-17 students (Class C) and under-12 students (Class D) categories. The competition is open to students from all schools and prizes will be awarded to the winners.

The "Behold the Man" lecture series, which began in July of last year, featured lectures on Nelson Mandela, Fidel Castro, Barack Obama, CLR James, Sir Arthur Lewis, Sir Fred Phillips and Dr. JP Eustace. A book, with the compilation of the series, will be available in a printed version by the end of January. The book carries the theme "Opening the door and turning on the light." (OS)

### Methodists host 191st Conference

THE Kingstown/Chateaubelair Circuit of the Methodist Church in St. Vincent and the Grenadines is hosting the 191st Conference of the Methodist Church in the South Caribbean District from January 14th to January 24th, 2009.

This Conference, which convened under the leadership of the new District President, Rev. Cuthbert Edwards, brings together one hundred and thirty delegates from Barbados, St. Lucia, Grenada, Trinidad and Tobago and St. Vincent and the Grenadines.

The theme of this Conference is "Holy Spirit, Renew Your Church Continually".

A flag raising ceremony will take place on the compound of the Methodist Church tomorrow, Saturday, 17th January, at 11:30am. There,

the Conference flag and those of participating countries will be hoisted.

On Sunday, 18th January, there will be a Procession of Witness through the streets of Kingstown commencing at 3.00pm, followed by a Welcome Service at the Kingstown Methodist Church, starting at 4.00pm.

At 7.00 p.m. on Wednesday, 21st January, an Ordination Service will take place at the Kingstown Methodist Church. Three persons, the Rev. Madet Mavono, the Rev. Noreen Daley and the Rev. Philbert Delaney will be ordained to the Christian Ministry.

Morning Devotions will be held from Monday, 19th January, to Friday, 23rd, from 7.00 a.m. to 7.45 a.m.

## V News

# Fisher folk present concerns

Stories by DAYLE DA SILVA

THE CARIBBEAN'S Regional Fisher folk Organization (CRFO) on Wednesday, presented a draft containing a number of recommendations it intends to place before the Ministerial Council of the Caribbean Regional Fisheries Mechanism (CRFM) when it meets here today.

This comes as a result of a meeting of fisher folk leaders representing 11 CARICOM states which began here on Tuesday.

"There are some concerns in areas within CARICOM, part of which is to seek to issue a statement addressing some of these areas of concern," Mitchell Lay, coordinator of the Regional Fisher folk Organization-Coordinating Unit, said at a press conference, Wednesday.

Lay outlined to members of the media four focal areas included in the draft which includes better stakeholder

participation, better fisheries management and development and a common fisheries policy and regime.

The Chairman explained that there needed to be some common guidelines and support mechanisms to encourage fisher folk to further develop their skills and be better able to participate.

He added that there has been a lack of information in terms of what is taking place across the region.

A consensus was also arrived at for the CRFM to finalize draft regulations on the issue of illegal, unreported and unregulated fishing.

And while on illegal fishing, the issue of a proposed common fisheries zone was highlighted.

The proposal allows for various countries to give up control to permit fishing by foreign vessels operating with a licence.

"It's a contentious issue, as



Some of the participants in the CRFM meeting held here this week.

some countries stand to lose and some to gain" Joslyn Lee Quay, deputy coordinator RFO-CU told THE VINCENTIAN.

Lee Quay noted that the proposition was first put forward by governments throughout the region. His organization's primary concern was that of being involved in the decision-making process regarding the issue.



(L-R): Joslyn Lee Quay, Deputy Coordinator and Mitchell Lay, Coordinator of CRFO.



# Regional fisherfolk want better protection for resources

THE adoption of a regional approach to the use of shared fisheries resources and the need to address trans-boundary issues like foreign fishers in Caribbean waters are among the recommendations coming out of a recent consultation on the sector.

Regional fisheries

stakeholders met this week in St. Vincent and the Grenadines for a workshop entitled "Regional Fisherfolk: Organisation Policy Influence and Planning" in advance of the Ministerial Council of the Caribbean Regional Fisheries Mechanism (CRFM), which was scheduled to take place

yesterday. Participants in the workshop believed that fisherfolk should be fully and directly involved in the formulation of fisheries policy, planning, and management, and called for common regional guidelines.

The Caribbean's Regional Fisherfolk Organisation (RFO) also called on CARICOM

Ministers to support the implementation of a region-wide strategy and action plan for fisheries, and to come up with a harmonised consultation process that could be used at the national and regional levels. Head of the RFO Coordinating Unit, Mitchell Lay, said the RFO wanted the Ministers to finalise the

Draft Declaration on Illegal Unreported and Unregulated Fishing and Monitoring, Control and Surveillance, given that this posed a threat to CARICOM fisheries development.

The RFO leader also stated that, in terms of fisheries management and development, the organisation wanted the Ministers to review current laws and practices related to fisheries to take into account food security, poverty alleviation, and adaptation to climate change. He added that there was a need to harmonise CARICOM fisheries laws where feasible and a need for better data gathering and sharing regionally. Lay stressed Ministers needed to institute education, health and social security systems appropriate to fishing occupations in order to guarantee the survival of existing and future generations of fisherfolk.

In terms of a common fisheries policy and regime, fisherfolk called for involvement in deci-

sion-making and the proposed Common Fisheries Zone. According to a statement from the fisherfolk, "The workshop acknowledged the efforts and progress being made at the policy level to improve fisheries governance, management and development in the region with growing stakeholder participation. However, levels of fisherfolk engagement and consultation by fisheries authorities in policy matters such as on the Common Fisheries Policy and Regime, were at levels lower than desirable in several countries."

Furthermore, "Participants discussed a wide range of issues affecting the livelihoods of fisherfolk and the role of fisheries policy in enabling the issues to be resolved, noting the need for CRFM fisheries policy-makers and fisheries authorities to work closely with fisherfolk organisations through appropriate governance, capacity building, information sharing and other initiatives."

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the Live Free for a Year Campaign will be done on January 26th. This allows persons to win \$5000.00, \$2500.00 or \$1000.00 monthly for a year.

## Ryan calls for Proper Management of Marine resources

This country's Chief Fisheries Officer, Raymond Ryan, has made a strong appeal for the proper management of marine resources in the Caribbean.

Ryan made the call on Tuesday, as he addressed the opening of a three-day workshop on Regional Fisheries Organization Policy Influence and Planning.

The workshop was held at the Fisheries Conference Room, Kingstown.

He stated that, "Caribbean countries, particularly the small island states, are highly dependant upon their marine resources for economic and social development."

"Fisheries is an important source of livelihood and sustenance for the people of the region, contributing towards food security, poverty alleviation, employment, foreign exchange earnings, development and stability of coastal communities, culture, recreation and tourism," Ryan said.

He stressed that it must be realized that living aquatic resources need to be properly managed, if their contribution to the nutritional, economic and social well being of the region's population is to be sustained.

Ryan made it clear that "many fisheries resources would not sustain an uncontrolled increase in exploitation, and



Raymond Ryan

failure of the present process of fisheries governance to achieve responsible and effective management, will lead to certain collapse of our fisheries resources."

The Chief Fisheries officer called on those involved in the industry to "reverse trends in declining resources."

Participants in the workshop represent leaders from fishing communities within the region.

The workshop concluded yesterday, Thursday January 15th, 2009.

**Kelroy Richardson**  
Winner of a SONY Home Stereo System & SE W760

**Elvis John**  
Winner of a SONY Play Station 3 & SE W760

**Leona John**  
Winner of a DVD Home Theatre System

**Evadney Joseph**  
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## Appendix 20: Note on Strategic and Action Planning

The workshop will pay a lot of attention to strategic and action planning on the second and third day, using the information exchanged and discussed on the first day as the background of shared knowledge.

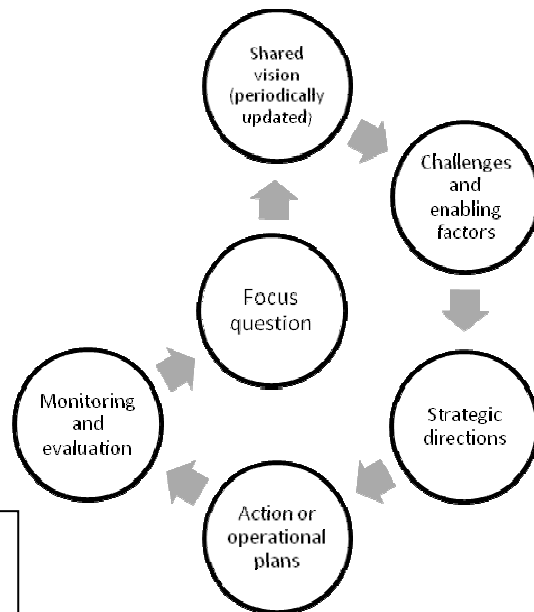
This note sets out some of what is expected in strategic and action planning. Its purpose is to inform so you can be better prepared to participate. However, it may also encourage you to develop your own planning skills further. We say “further” because everyone plans, even those who claim that they do not! One difference between personal and organizational planning is in the tools and techniques that are used. Fisherfolk leaders, NGO personnel, fisheries and other government officers will find formal planning skills useful in everyday assignments as well as in workshops or meetings.

### Starting point

The RFO-CU has already engaged in planning (at the Grenada and St. Lucia workshops as well as by email in between), so we are not starting with a ‘blank slate’, but neither has there yet been a very systematic planning session such as what this workshop is attempting. We need to take note of what planning has been done before and what the achievements and learning were in implementing those plans. However we should not feel constrained by those plans. We should also be aware that participatory planning is an ongoing process with much more to it than we will cover at this workshop. See, for example, CANARI’s *Guidelines for Participatory Planning: A Manual for Caribbean Natural Resource Managers and Planners* for detailed information (a downloadable publication from the web site [www.canari.org](http://www.canari.org)).

### How are strategic and action planning related?





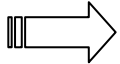





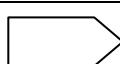






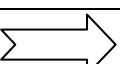


Strategic planning is a process of defining a strategy, or strategic directions, based on a vision and knowing the blocks or challenges to and enabling factors for achieving the vision. It tends to be broad and medium to long term (3-10 years). It links to action or operational planning by providing directions for specific objectives and short term (1-3 year) plans to allocate resources needed to pursue the selected strategies. The diagram shows one of the many planning processes used.



*"Vision without action is merely a dream. Action without vision just passes the time. Vision with action can change the world."* Joel A. Barker;



The whole planning process can look like this:

Shared vision	Vision elements	Challenges & opportunities	Strategic directions	12 month action or operational plan			
				Q1	Q2	Q3	Q4
		 					
		 					
		 					

## Components of the plans

The shared vision is a statement of what we would like to see in place at a specific time in the future. It is the destination, not the path to get there or the vehicle to travel in. The vision is often broken down into its elements, or assembled from its elements, so as to have more manageable bits of information.

In order to determine the strategic directions you must first be able to identify the challenges that you face and the opportunities that will assist...otherwise the direction would not be strategic! Set out on the journey knowing exactly what you must overcome and what will make your passage much easier.

Strategic direction:				
Activity or task to achieve strategy	Leader & team	Schedule & milestones	Resources required	Budget (\$)
1.				
2.				
3.				

The directions are like the goals of the action or operational plan, but each needs activities to achieve it. Specifics such as leader and team, schedule with milestones, resources required and budget all facilitate management.

The final component is monitoring and evaluation to know that you have reached your destination or to revise your path and vehicle along the way in order to ensure that you get there based on your learning. There are many tools and techniques for planning, special software that you can use and much more, but the essence of planning is to manage information and be able to prioritise and decide on effective/efficient action.

**Your notes...**

## Appendix 21: Note on vision, mission and strategic directions

Vision for fisheries sector > Vision for RFO > Mission for RFO > Strategic directions for next 3-5 years

This note seeks to distil discussions at earlier workshops and meetings and to provide a basis for the workshop discussions on 14 - 15 January.

### VISION FOR CARIBBEAN FISHERIES IN 2015

The characteristics of a shared vision, taken from the draft St. Lucia workshop report (Almerigi 2008)

What it is ...	What it includes ...	How it works for us ...
<ul style="list-style-type: none"> <li>- Shared – the group’s product</li> <li>- Practical – what we expect to see <u>in place</u></li> <li>- Our intent – describes where we will be and when we will get there</li> <li>- Inspiring – calls for the group to ‘dream a bit’ and take responsibility for the future</li> </ul>	<ul style="list-style-type: none"> <li>- The hopes and dreams that are real to us</li> <li>- What we all carry inside of us</li> <li>- Our experience</li> <li>- Each person’s wisdom that they bring into the room</li> <li>- A shared-plan of where we want to go</li> </ul>	<ul style="list-style-type: none"> <li>- It motivates us</li> <li>- Emerges from our greatest desires</li> <li>- Gives us energy</li> <li>- Eliminates negativity and indecisiveness</li> <li>- Changes as we make progress</li> </ul>

None of the previous workshops have specifically addressed the development of this vision statement, which would be useful as a basis for validating and finalizing the vision and mission statements for the RFO. However, many of the earlier discussions, particularly those on trends, threats and opportunities and strengths and weaknesses, provide a picture of what is expected to happen, which we can use as a starting point to discuss what we would like to see (the vision).

Negative trends or threats (external to RFO)	Positive trends or opportunities	Vision elements
<ul style="list-style-type: none"> <li>• Climate change</li> <li>• Depletion of fish stocks through               <ul style="list-style-type: none"> <li>○ pollution</li> <li>○ deforestation</li> <li>○ loss of mangrove habitats (coastal development)</li> <li>○ over-fishing, including encroachment of foreign fishing, IUU fishing</li> <li>○ increased consumption of fish</li> </ul> </li> <li>• High cost of fuel</li> </ul>	<ul style="list-style-type: none"> <li>• Increased consumption of fish for health reasons</li> <li>• Ecosystem approach to fisheries management</li> <li>• Increased emphasis on participatory approaches/co-management</li> <li>• Increased emphasis on regional management regimes</li> <li>• Complementary livelihood opportunities e.g. fishing tourism</li> </ul>	<ul style="list-style-type: none"> <li>• Effective regional network of well-organised and supported (in terms of membership) primary and secondary FFOs.</li> <li>• Legal framework for co-management.</li> <li>• Integrated fisheries information systems.</li> <li>• Effective monitoring, control and surveillance.</li> <li>• <i>Safety and security systems</i></li> </ul>

<b>Negative trends or threats (external to RFO)</b>	<b>Positive trends or opportunities</b>	<b>Vision elements</b>
<ul style="list-style-type: none"> <li>• Inadequate fisheries policy</li> <li>• Inadequate legislation</li> <li>• Inadequate enforcement</li> <li>• Inadequate coastal zone planning and management</li> <li>• No licensing/standards for entry to fishing industry</li> </ul>		

### **VISION FOR THE REGIONAL NETWORK OF FISHERFOLK (RNF)**

**Our vision as Caribbean fisher folk organisations is to be the best we can be as we improve the lives of our members and contribute to the environment in which we function**

<b>Current weaknesses</b>	<b>Current strengths</b>	<b>Vision elements</b>
<ul style="list-style-type: none"> <li>• Limited communication</li> <li>• Resistance to change</li> <li>• Low participation</li> <li>• Inadequate equipment</li> <li>• Lack of financial resources</li> <li>• Insufficient information</li> <li>• Lack of trust between the different sectors</li> <li>• Lack of motivation</li> <li>• Lack of vision</li> <li>• Lack of accountability</li> <li>• Lack of continuity</li> <li>• Poor leadership</li> <li>• Relatively new organisation</li> <li>• Low turnout at meetings</li> <li>• Inadequate equipment for modern day fishing</li> <li>• Giving in to industrial development</li> <li>• Lack of knowledge of CSME</li> <li>• Diverse location of resource persons</li> </ul>	<ul style="list-style-type: none"> <li>• FF Broad knowledge and skills base</li> <li>• Better equipped and trained FF</li> <li>• Committed individuals</li> <li>• Access to information</li> <li>• Multi-disciplinary group</li> <li>• Strong leadership</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainable financing (for FFOs?)</li> <li>• Well-structured organisations</li> <li>• Effective network of FFOs, including: <ul style="list-style-type: none"> <li>○ sub-committees at the regional level</li> <li>○ process in place for selection of members</li> <li>○ effective communication mechanisms</li> <li>○ marketing plan</li> <li>○ strategic plan</li> </ul> </li> <li>• Operating under legal framework for co-management, including <ul style="list-style-type: none"> <li>○ surveillance and monitoring</li> </ul> </li> <li>• Well-supported organisations (by their members)</li> <li>• Strong partnerships with individuals and organisations within and outside the industry</li> </ul>

## **DRAFT MISSION FOR THE REGIONAL NETWORK OF FISHERFOLK (RNF)**

*To improve the quality of life for fisherfolk and develop a sustainable and profitable industry through networking, representation and capacity building*

### **A mission statement answers the questions:**

- Who are we?
- What do we do?
- Who do we do it for?
- How do we do it?
- What do we value? (or can be separate value statement)



## Workshop questions and your notes

### (a) Strategic direction

- Does the vision statement adequately cover the vision elements discussed?
- Does the vision statement match the criteria of being shared, inspiring, practical and clearly stating intent (i.e. where the organisation would like to be in 2015)?
- Does the mission statement make it clear who the RFO is, what it does, who it does it for, how it does it?
- What are the strategic priorities for the next 3-5 years in order to move closer to the two visions?

### (b) Governance structure/type of network

- What type of structure most effectively combines the qualities that RFU would like to embody (as outlined in the vision and mission) with the ability to raise funding (i.e. requirement to be a recognizable, accountable legal entity)?

### (c) Operational plans and budgets

- Which strengths and opportunities provide the strongest basis for action?
- Which weaknesses and threats are priorities to address? And how and when? (Work plan/timeline)
- Where is the money coming from? And when?(Budget and fundraising strategy)
- Who will take responsibility for which actions (Responsibility matrix)
- How will the plans be monitored and evaluated? And by whom?

### (d) Communication plans

- How effective have RFO/CRFM project communications been to date in terms of reaching:
  - RFO members
  - Other national fisherfolk organisations
  - Primary fisherfolk organisation and individual fishers?

What recommendations do you have for making communications even more effective?

- Based on the priorities identified for the operational plans, what are the priorities for communication in 2009?
  - What are the key messages?
  - Who are the key target audiences?
  - What are the most effective channels and products for getting the messages across?
- Who will take responsibility for which actions (Responsibility matrix)
- How will the plans be monitored and evaluated? And by whom?

## Appendix 22: Small Group Work on Vision and Mission

### VISION STATEMENT

- Vivid description in words that conjures up a similar picture for each member of the group of ***the destination of the group's work together.***
- Describes where the organisation sees itself in the ***long-term*** - 5, 10, 20 years or more into the future.
- Provides ***a guiding image of success.***

### MISSION STATEMENT answers the questions:

- Who are we?
- What do we do?
- Who do we do it for?
- How do we do it?
- What do we value?

### Group activities

1. Develop a vision statement for the fisheries sector in 2015 and 2 - 3 indicators of success (i.e. how you would assess whether the vision had been successfully achieved)
2. Review the vision statement for the RFO in 2015  
***Our vision as Caribbean fisher folk organisations is to be the best we can be as we improve the lives of our members and contribute to the environment in which we function***  
and discuss
  - it meets the criteria for a vision statement;
  - it reflects the main strengths and overcomes the main weaknesses of the organisation as it is today;Restate the RFO vision if you think that is necessary and develop 2 - 3 indicators of success (i.e. how RFO would measure that it had been successful in achieving its vision)
3. Review the mission statement for the RFO  
***To improve the quality of life for fisherfolk and develop a sustainable and profitable industry through networking, representation and capacity building***
  - Discuss whether it meets the criteria for a mission statement.
  - Restate the RFO mission if you think that is necessary;
  - Develop 2 - 3 indicators of success (i.e. how RFO would measure that it is successfully achieving its mission)

### Appendix 23: Small Group Work on Developing the Priority Strategic Objectives

Working with the strategic objective that has been allocated to your group:

1. Identify the positive trends or RFO strengths that will assist with achieving the strategic objective.
2. Identify the negative trends or RFO weaknesses that may hinder RFO in achieving the strategic objective.

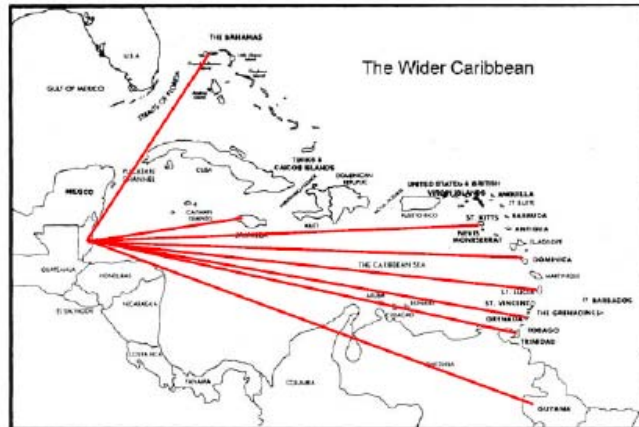
Positive trends / strengths	Negative trends / weaknesses

3. What are the main resources that would be needed to achieve this strategic objective:

Human resources (how many, with what knowledge or skills)	Training / capacity building	Office costs, equipment, materials etc.	Estimated cost over 3 years

## Appendix 24: Network structures

### Network structures: Centralised hub



### Network structures: Centralised hub

#### Some advantages

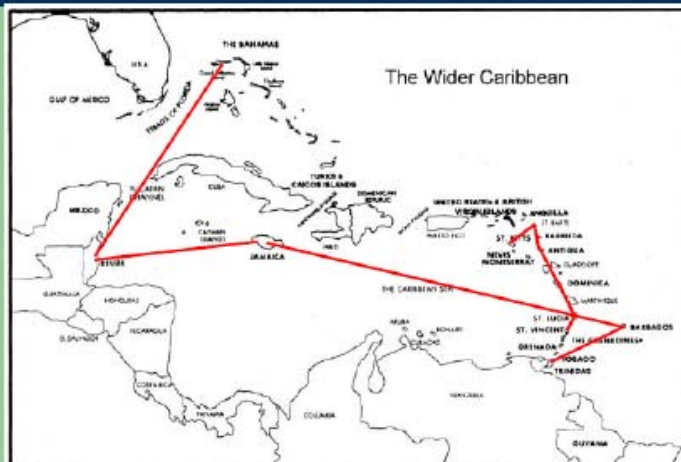
- Clear network leadership and 'headquarters'
- Can build critical mass of capacity in one place
- Can be more efficient and effective
- May delegate responsibility to other nodes
- Accountability is made easier by centralisation
- May be taken "more seriously" as RFO structure

#### Some disadvantages

- Concentration of power in hub may cause conflict
- Whole network vulnerable if centre fails or falters
- May foster dependency on the better endowed hub
- Capacity building at hub may benefit only a few
- May be perceived as most inequitable structure



## Network structures: Open Network



## Network structures: Open Network

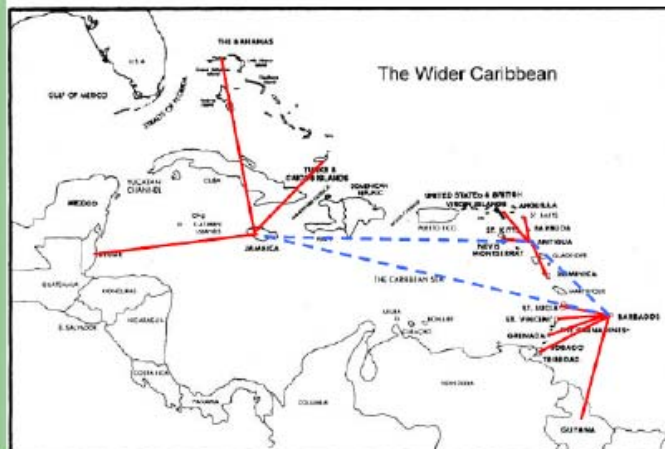
### Some advantages

- Each NFO is encouraged to become self-reliant
- Failure of a node may not affect the entire network
- Can be equitable with shared leadership, benefits
- Tasks can be delegated based on NFO strengths
- Requires less continuous effort for coordination
- Capacity can be spread amongst the RFO nodes

### Some disadvantages

- Capacity may become spread too thinly to be useful
- Can be too diffuse to plan well and reach decisions
- RFO leadership may be more difficult to develop
- NFOs may be less inclined to sustain the network
- Effective communication may be more challenging
- Unable to present a 'face' to external stakeholders

## Network structures: Multi-cluster



## Network structures: Multi-cluster

### Some advantages

- NFOs that are neighbours can form strong clusters
- Clusters can be sized to suit available hub capacity
- A small number of hubs is easy to coordinate
- A hub can be designated leader by period or task
- Familiar structure used for large companies
- Failure of a cluster may not destroy the network

### Some disadvantages

- Hub failure can still affect several NFO nodes
- Sub-regional NFO dependency on hub may arise
- Capacity has to be built in several locations
- Some activities cannot be done sub-regionally
- Disparity in performance of clusters may be issue
- Hubs need to be able to work together to be RFO

## Appendix 25: Action Planning Worksheet

Strategic direction:				
SMART objective:				
Activity or task to achieve strategy / objective	Leader and team	Schedule and milestones	Resources required	Budget (US\$ or EC\$)
1.				
2.				
3.				
4.				
5.				

### Appendix 26: Quarterly Planning Worksheet

Strategic directions	12 month action or operational plan main accomplishments or SMART objectives			
	Q1	Q2	Q3	Q4
1				
2				
3				
4				
5				

## Appendix 27: Annual Action Planning Worksheet

[illegible]

## Appendix 28: Note on Communication Strategy and Planning

This workshop has focused on strategic and action planning as it relates to strengthening the position of the RFO in contributing to the sustainable management of the fisheries sector across the Caribbean region. Important to this process is the RFO-CU's ability to gain support from regional NFOs, CFOs, regional and international partners, policy makers, and government officials directly responsible for fisheries. The ability to communicate effectively with critical stakeholders in the sector is extremely important if the RFO is to fulfil its objectives and succeed at its goal.

The ability to communicate effectively can make a profound difference when it comes to securing resources, additional funding, or rallying various parties to a particular cause. Sometimes, providing information is the most powerful strategy available. Not only is information a tool for empowering people to help themselves, information sharing is also an important mechanism for encouraging accountability, transparency and participation in the decision-making process.

This note sets out some of what is expected in communication strategy and planning. Its purpose is to outline basic communication skills and techniques to equip you to contribute meaningfully to fisheries policy decision-making at a regional level, while also encouraging you to contribute to economic and social decisions that have an impact on your local level fisheries industry and environment.

As officers of fisherfolk organisations or fisheries authorities, your most common reasons for communicating are:

- To change behaviour
- To share information
- To gain public support

### Strategic Communication

Strategic Communication is commonly defined as: getting the **right message**, through the **right media**, to the **right audience** at the **right time** and with the **right effect**.

### The Right Audience

Clearly identify those audiences or key stakeholders with whom you need to communicate to achieve your objectives and make sure you dedicate the necessary resources to reaching them.

Remember, the best audiences to target in order to achieve an objective may not always be the most obvious ones, and targeting audiences such as the media may not always help achieve your objectives.

Your primary audience is the group of persons you have must reach if you want to solve 80% of your problem. However, this is not to say that you do not need to engage with your SECONDARY AUDIENCE as well, especially if that audience group can influence your primary targets to make the change in attitude or behaviour that you want.

### The Right Message

Do not simply re-state your goals. Create a comprehensive case covering all the key messages, and emphasise the different elements of the case for different audiences. To maximise impact you should summarise the case in three key points which can be constantly repeated.

Your message should be designed toward your target audience – not based on your own knowledge and beliefs. The best messages are short and simple. Strategic targeting and consistency are the keys to your organisation's messages.

Create a message that your audience will understand and that is:

- Simple
- Clear
- Up to date with its facts
- Attention grabbing
- Reveals information that is little known or poorly understood

Make sure your message is being delivered by a source the audience finds credible. Deliver a consistent message to an audience through a variety of channels over an extended period of time. Keep saying it over and over!!

## **The Right Media**

Choosing the right media for you is determined by:-

- What are the costs?
- Do the target groups have access to the chosen medium?
- Is the medium simple to use?
- Is the medium credible?
- Does it encourage participation?
- Does it allow for long-term dissemination?
- Is it consistent with your objectives?

Types of Media:

- Newspapers
- Television
- Leaflets
- Pamphlets
- Newsletters
- Radio
- Chat rooms
- Wiki technology (most popular example being Wikipedia)
- E-mail
- E-mail lists
- Websites
- Web advertising
- Blogs
- Theatre and the arts
- Corporate communications

## **The Right Time**

Most of the time, decisions are made through five main steps if they are adopted formally:

- ✓ Proposal within the decision-making body
- ✓ Formal introduction of the proposal into the decision-making process

- ✓ Deliberation
- ✓ Approval or rejection
- ✓ Implementation or return to the previous stage

Your advocacy initiatives should focus on the flow and timing of policy activities. Once you have recognised the problem, then proposals for public policy change needs to be generated; and political activity initiated.

Interventions can take place during:

1. Key crises and key international processes
2. Key Events
3. Ongoing/regular communications updates on activities
4. Demonstrate the impact achieved to date

### **The Right Effect**

- Did you achieve the support you need to create the change you wanted?
- Did you create a positive change (i.e. change that supported your goal instead of obstructed it)?
- Is the positive change sustainable?

### **Communication Campaign Planning**

You need a communications plan whenever you intend to communicate with the public. It's a good idea to have an overarching strategy for all communications, as well as "mini" communications plans for projects such as a newsletter, or a major event, such as a conference.

Bear in mind the eight steps that you should follow in planning your campaign:-

1. Identify the issue that is the subject of your campaign;
2. Know the audience to whom you will communicate the information;
3. Set objectives or list the aims of the campaign;
4. Create a communication strategy or determine the methods you will use to communicate;
5. Design the messages to suit the media that you will use and the audience you intend to reach;
6. Make a plan to manage the campaign so that at all times you will know exactly what is being done and by whom, what is next and who is responsible;
7. Develop methods to evaluate the effectiveness of your campaign or answer the question: Has your communication plan worked?
8. Consider resource matters or planning how you will keep the campaign going until you have achieved all your aims.