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REPORT OF THE CRFM/CTA TRAINING WORKSHOP ON MANAGEMENT, COMMUNICATION AND ADVOCACY FOR FISHERFOLK ORGANISATIONS



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Palm Haven Hotel, St. Lucia**

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Report of the CRFM/CTA Training Workshop on Management, Communication and Advocacy for Fisherfolk Organisations

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Table of Contents

EXECUTIVE SUMMARY	1
1 BACKGROUND	1
2 TRAINING OBJECTIVES.....	2
3 PREPARATORY ACTIVITIES	2
4 CRFM / CTA PROJECT OVERVIEW.....	2
5 METHODOLOGY	2
6 TRAINING MODULES.....	3
6.1 SITUATION ANALYSIS.....	4
6.1.1 <i>Antigua and Barbuda</i>	<i>4</i>
6.1.2 <i>Barbados</i>	<i>4</i>
6.1.3 <i>Belize</i>	<i>5</i>
6.1.4 <i>Dominica</i>	<i>6</i>
6.1.5 <i>Grenada.....</i>	<i>7</i>
6.1.6 <i>Guyana</i>	<i>8</i>
6.1.7 <i>Jamaica</i>	<i>8</i>
6.1.8 <i>St. Kitts and Nevis.....</i>	<i>9</i>
6.1.9 <i>St. Lucia.....</i>	<i>9</i>
6.1.10 <i>St. Vincent and the Grenadines</i>	<i>10</i>
6.1.11 <i>Trinidad and Tobago</i>	<i>10</i>
6.1.12 <i>Discussion</i>	<i>11</i>
6.2 ENVIRONMENTAL ANALYSIS.....	11
6.2.1 <i>Discussion</i>	<i>11</i>
6.3 STRATEGIC PLANNING	12
6.4 PROJECT CYCLE MANAGEMENT	12
6.4.1 <i>Discussion</i>	<i>13</i>
6.5 LOGICAL FRAMEWORK ANALYSIS	13
6.6 NETWORK DEVELOPMENT AND MAINTENANCE	13
6.6.1 <i>Network Development Exercise.....</i>	<i>14</i>
6.7 COMMUNICATION AND ADVOCACY.....	14
6.7.1 <i>Process Indicators</i>	<i>14</i>
6.8 CONFLICT MANAGEMENT AND NEGOTIATION.....	15
6.8.1 <i>Interest-Based Negotiation.....</i>	<i>15</i>
6.8.2 <i>Conflict Management Strategies.....</i>	<i>16</i>
6.8.3 <i>Active Listening in Concentric Circles</i>	<i>16</i>
6.9 LEADERSHIP FOR FISHERFOLK.....	17
6.10 BUSINESS PLANNING.....	17
6.11 LEGAL ASPECTS OF INSTITUTION BUILDING	18
7 APPLICATION OF TRAINING.....	18
8 THE FIELD TRIP	18
9 WAY FORWARD AND WORKSHOP CLOSURE.....	19
9.1 PROGRESS ON THE FORMATION OF THE REGIONAL NETWORK OF NATIONAL FISHERFOLK ORGANISATION	19
9.1.1 <i>Discussion</i>	<i>19</i>
9.2 WORKSHOP CLOSURE	20
10 EVALUATION OF THE WORKSHOP.....	20
10.1 FACILITATOR RECOMMENDATIONS.....	20
11 REFERENCES	21
APPENDIX 1: WORKSHOP PARTICIPANT LIST	22
APPENDIX 2: WORKSHOP SCHEDULE / AGENDA.....	26

APPENDIX 3: TEMPLATE FOR COUNTRY REPORTS	27
APPENDIX 4: OUTPUTS FROM PRACTICAL EXERCISES.....	28
APPENDIX 4, ADDENDUM I: ENVIRONMENTAL ANALYSIS EXERCISE.....	28
APPENDIX 4, ADDENDUM II: STRATEGIC PLANNING EXERCISE.....	29
APPENDIX 4, ADDENDUM III: PROJECT CYCLE MANAGEMENT.....	32
APPENDIX 4, ADDENDUM IV: LOGFRAME EXERCISE	34
APPENDIX 4, ADDENDUM V: ACTIVE LISTENING IN CONCENTRIC CIRCLES.....	35
APPENDIX 4, ADDENDUM VI: APPLICATION OF TRAINING - FISHERFOLK ORGANISATION CHALLENGES	36
APPENDIX 4, ADDENDUM VII: ISSUES PRESENTED BY PARTICIPANTS USING OST.....	38
APPENDIX 4, ADDENDUM VIII: FISHERFOLK PROJECTS	39
APPENDIX 4, ADDENDUM IX: PROJECTS FOR DOMINICA, GUYANA AND ST. VINCENT AND THE GRENADINES	40
APPENDIX 5: COURSE MATERIALS (HANDOUTS AND POWER POINT PRESENTATIONS).....	46
APPENDIX 5, ADDENDUM I: PROJECT CYCLE MANAGEMENT HANDOUT	46
APPENDIX 5, ADDENDUM II: LOGFRAME ANALYSIS HANDOUT	49
APPENDIX 5, ADDENDUM III: NETWORK DEVELOPMENT AND MAINTENANCE HANDOUT	51
APPENDIX 5, ADDENDUM IV: COMMUNICATION AND ADVOCACY POWERPOINT SLIDES.....	54
APPENDIX 5, ADDENDUM V: LEADERSHIP POWERPOINT SLIDES	58
APPENDIX 5, ADDENDUM VI: BUSINESS PLANNING HANDOUT.....	64
APPENDIX 5, ADDENDUM VII: COOPERATIVE PRINCIPLES AS SEEN IN COOPERATIVE ACT	68
APPENDIX 5, ADDENDUM VIII: CU PRESENTATION - THE WAY FORWARD FOR THE RFO.....	71
APPENDIX 6: PARTICIPANT EVALUATION	74

EXECUTIVE SUMMARY

The CRFM/CTA Training Workshop on Management, Communication and Advocacy for Fisherfolk Organisations was held to enhance the capacities of leaders and managers of primary and national fisher folk organisations and the regional network of national fisher folk organisations – coordinating unit (RFO-CU) in the areas of leadership, management, communication and advocacy, in order to improve on the organizational, operational and financial management of these organisations. It is a component of the CRFM/CTA Project: *Development of Caribbean Network of Fisher Folk Organisations, 2006 – 2008*, which has as its overall objective to contribute to improved income earnings, higher standards of living for fisher folk and the sustainable management of fisheries resources in the Caribbean.

The duration of the workshop was 10 days, with a field trip during which participants visited landing sites around the island and interacted with fisherfolk and other stakeholders involved in the fishing industry. Twenty-five participants, mainly fisherfolk leaders, from Antigua and Barbuda, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines and Trinidad and Tobago attended.

Training was delivered in the areas of environmental and situational analyses; strategic planning; project cycle management; logical frame analysis; network development and maintenance; communication and advocacy; negotiation and conflict management; leadership and business planning; with information being shared on the legal aspects of institutional building. Based on the training (theory and practice), participants identified issues and challenges facing their respective organizations and developed projects to address them. Examples of projects included co-management of fish aggregating devices (FADs) in Dominica, improving the means for quality assurance in a PFO facility in Guyana, and sustainable financing for fish festival operators in Barrouallie, St. Vincent and the Grenadines.

The training demonstrated that the levels of skills and experience of the fisherfolk leaders varied, but they were keen to acquire knowledge to better manage and operate their organisations as well as become good advocates for the sustainable development of the small scale fisheries. In this respect, it was also recognised that the topics pertaining to the acquisition of leadership skills were challenging due to their diversity and complexity. Training activities identified for future workshops included public speaking, preparation and participation skills for effective representation at meetings and budget preparation. The opportunity to interact with local fishers plus exposure to sustainable fishing methods was also requested.

During the workshop the RFO-CU presented a progress report on the development of the regional network of national fisherfolk organisations and sought feedback from participants about the way forward. The key roles and functions for the organisation were reaffirmed as representation, participation in fisheries co-management, advocacy, communication, training and technical assistance. The Caribbean Network of Fisherfolk Organisations was proposed as the title of the regional network and the draft mission statement was accepted. It was agreed that the RFO-CU would continue its work for another year.

1 BACKGROUND

The CRFM/CTA Training Workshop on Management, Communication and Advocacy for Fisherfolk Organizations was held to enhance the capacities of leaders and managers of primary and national fisher folk organizations and the regional network of national fisher folk organizations – coordinating unit (RFO-CU) in the areas of leadership, management, communication and advocacy, in order to improve on the organizational, operational and financial management of these organizations. It is a component of the CRFM / CTA Project: *Development of Caribbean Network of Fisher Folk Organizations, 2006 – 2008*, which has as its overall objective to contribute to improved income earnings, higher standards of living of fisher folk and the sustainable management of fisheries resources in the Caribbean. The purpose is to develop the institutional capacities of fisherfolk organizations at the regional, national and community levels.

2 TRAINING OBJECTIVES

The Training Workshop was aimed at the institutional strengthening of the primary and national fisher folk organizations and the regional network of national fisherfolk organizations through the enhancement of the capacities of the leaders and managers of these organizations.

It was held at the Conference Centre of the Palm Haven Hotel in Rodney Bay, St. Lucia. Twenty-five participants, mainly fisherfolk leaders, from Antigua and Barbuda, Barbados, Belize, Dominica, Grenada, Guyana, Jamaica, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines and Trinidad and Tobago attended. The list of participants is provided at *Appendix 1*.

3 PREPARATORY ACTIVITIES

In organizing this workshop the CRFM Secretariat prepared and dispatched letters of invitations, including an Information Note and Template for Country Reports, to the Fisheries Departments of the Group 1 and Group 2 countries, in order to facilitate the nomination of fisherfolk leaders to attend the workshop. The Secretariat also sought and obtained approval from the Government of St. Lucia for the hosting of the workshop, and handled the logistical arrangements.

A Consultant, Sharon Almerigi, was contracted to deliver the training and to take responsibility for the learning curriculum, all handouts and teaching materials, course instruction and drafting of the workshop report. As part of the preparatory activities, she produced the workshop training document for participants, *Training Manual for Management, Communication and Advocacy for Fisherfolk Organizations in CARICOM*. The consultant also identified for use as a reference text the training document, *Leadership for Fisherfolk* (CFU, 2000). Ms. Almerigi invited four resource persons to present various topics: Dr. Patrick McConney (Project Cycle Management and Network Development and Maintenance) and Ms. Carmel Haynes (Communication and Advocacy) from the University of the West Indies Centre for Resource Management and Environmental Studies, Cave Hill, Barbados; and Mr. Joseph Augustin (Legal Aspects of Institution Building) and Mr. Mario Lendore (Business Planning and Financial Management) from St. Lucia.

4 CRFM / CTA PROJECT OVERVIEW

Programme Manager, Fisheries Management and Development/Workshop Coordinator, CRFM Secretariat, Mr. Terrence Phillips, provided the participants with an overview of the CTA/CRFM Project: Development of a Caribbean Network of Fisherfolk Organizations and noted its achievements to date, including the production of the document *Fisher Folk Organizations in the Caribbean: Briefing Note on Networking for Success*, launching and publication of the Fisher Folk Net newsletter, the Grenada 2007 Regional Fisheries Stakeholder Workshop to Launch CARNUFO (during which the Regional Fisherfolk Organization-Coordinating Unit (RFO-CU) was established), and publication and distribution of the Fisheries Stakeholders Directory. He also informed them that the activity to develop the website for the Regional Network of National Fisherfolk Organizations was in progress.

5 METHODOLOGY

The aim of the workshop was to expose participants to methods and techniques that would improve on their leadership and managerial skills and strengthen their respective fisherfolk organizations. The approach included a variety of learning tools that were highly participatory: icebreakers, plenary discussions, brainstorming sessions, individual and small group work and writing and reporting exercises. Where possible, participants were asked to co-facilitate various training exercises, such as organizing ideas on the sticky wall or leading a focused conversation. Participants were provided with copies of the *Training Manual for Management, Communication and Advocacy for Fisherfolk Organizations in CARICOM* which included materials on the

various training modules as well as practical exercises (Almerigi, 2008). Country participants provided an overview of their Primary Fisherfolk Organization (PFO), and the National Fisherfolk Organization (NFO) or Steering Committee set up to develop a NFO. Films related to the fishing industry, followed by discussions, were also shown and a field trip to fish landing sites undertaken.

In order to facilitate productive discussions and encourage full participation, participants were requested to adopt guidelines and key values for participation as set out in **Table 1**.

Table 1. Guidelines and key values for productive discussions.

For good workshop discussions	For effective participation
<ul style="list-style-type: none"> • Speak in a way that others want to listen • Listen in a way that others want to speak • Keep the discussion focused • Please share without going on and on and on and on ... 	<ul style="list-style-type: none"> • Please be on time for all sessions • One person speaks at a time • No side conversations • Cell phones off (or set to vibrate)

Key values for participation

- ***Everyone Included.*** Each person is important to the group. Each person holds an important piece of the puzzle. Each person's view helps to create a whole picture.
- ***Teamwork and Collaboration.*** Teamwork and collaboration are necessary to get a job done in the most effective, efficient and economical way. A sense of solidarity grows among members of the group.
- ***Individual and Group Creativity.*** By paying attention to both thoughts and feelings, people experience a group's power to create.
- ***Ownership and Action.*** When groups come to agreement they feel a sense of ownership in the decision, then they can commit to the actions that are necessary to carry out the decision.
- ***Reflection and Learning.*** Continuously asking ourselves how we are doing and making improvements where we can.

At the end of each day, an evaluation commission made up of two volunteers, the course facilitator and resource persons evaluated the day's activities and made suggestions for ongoing improvements to the delivery of the course.

During the workshop, the opportunity was also taken to review the activities of the RFO - CU to date and look at the way forward. A schedule/agenda for the Workshop is given at **Appendix 2**.

6 TRAINING MODULES

With some modifications made during the workshop, the modules delivered were as set out in the **Table 2** below.

Table 2: Training modules delivered

Situational analysis	Environmental Analysis
Strategic planning	Project Cycle Management
Logframe analysis	Network development and maintenance
Communication and advocacy	Negotiation and conflict management
Leadership, group dynamics and teambuilding	Business planning
Legal aspects of institution building	

6.1 Situation Analysis

Prior to the workshop participants were requested to prepare brief reports on their NFO or Steering Committee to form a NFO for presentation at the workshop. A template was provided to facilitate this exercise which included a brief description of the PFO, NFO or Steering Committee such as history, membership, type of organization, roles and functions, strengths and weaknesses and their thoughts on the regional network of national fisherfolk organisations (*Appendix 3*). This Situation Analysis provided participants an opportunity to hear what is going on in other FFOs to learn about their accomplishments, and to share experiences of how they dealt with similar challenges.

Following are summaries of the reports presented.

6.1.1 Antigua and Barbuda

In 1992 a group of fishers formed the St. John's Fisherman's Cooperative Society Ltd., with the name subsequently being changed in 2006 by amendment of the by-laws to the Antigua and Barbuda Fisherman Cooperative Society Ltd. (ABFCSL) to embrace the twin island state. The ABFCSL is registered under the Cooperative Societies Act of 1997, and at present there are over 200 fisherfolk members. It has a seven member board of directors with a president, vice president, treasurer, secretary and three other members. Elections are held every three years and members cannot serve more than two terms.

The ABFCSL is involved in fish processing and marketing, procuring fishing requisites, and the development of fish farming. It also lobbies to influence government policies on fisheries and advocates against the negative impacts from foreign fleets and coastal developments. Working toward sustainable development and conservation of the marine resources, it is engaged in a training and development drive for the executive board in the areas of general and financial management. Business management is being offered to the general membership with the aim of generating cost effective and efficient practices to generate more income.

The ABFCSL views the regional network as a central hub acting to receive and disseminate fishing industry information and experiences that would make CARICOM fisheries more visible. Its overall goal should be sustainable use of marine resources in the Caribbean.

6.1.2 Barbados

The Oistins Fisherfolk Association (OFA) developed informally in 1991. It was officially launched through registration with the Barbados Government's Fisheries Division in October 1997 and now has a membership of over 150 fishers, vendors, cleaners and other community members. The OFA committee includes a president, vice president, treasurer, secretary, assistant secretary, assistant treasurer and a floor member. The OFA is involved in advocacy and provides goods and services to its members such as fuel, fishing supplies, power washing equipment and a radio base for communication with colleagues at sea. It was voted Best Fisherfolk Association in Barbados in 1998.

Its members have benefited from two workshops, one facilitated by CANARI, which dealt with strategic planning for the local industry and the other, organized by the Barbados National Union of Fisherfolk Organizations (BARNUFO) on writing and communication skills.

BARNUFO was formed in March 1999 through a two-year project sponsored by the Commonwealth Fund for Technical Assistance in forming fisherfolk organizations. It is made up of eight primary organizations, four of which are now inactive, with its mandate being to improve the socio-economic conditions of fisherfolk through the development and implementation of sustainable fishing policies both in the harvest and post harvest sectors. It has been trying over the years to get fishers to become more organized and also pay more attention to the marine environment, whether it is to stop the dumping of waste or by not harvesting juvenile fish. It has been

involved in the management of the sea egg fishery from 2000 in order to ensure sustainable fishing practices and conservation of the resources for future generations.

BARNUFO has been able to convince the Barbados Government to provide a subvention for the establishment of a business entity to produce fish products for the market. It has been increasing its skills base as some members were allowed to participate in basic computer training and two members received training at the Cody Institute. This was extended to the committees of management of the primary organization. Links have also been made through various exchange programmes e.g. two members visited Tortola and talked to fisherfolk about the importance of such organizations.

A key challenge for BARNUFO is the insufficient attendance by members at meetings and their inadequate marketing and management skills. BARNUFO would benefit from having an office outside of the Fisheries Division as this would enable the organization to operate outside normal government office hours.

The regional network of national fisherfolk organizations, working with the respective NFOs, can seek to influence the development of fisheries policy at the regional and national levels.

6.1.3 Belize

In the late 1940s and early 1950s many foreign fishing companies were operating in Belize. These companies exploited native fishermen by paying them low prices for their product, especially lobster. Fishers in the north, who also worked for these companies, organized the Northern Fishermen Co-operative in 1960 (the first in the country), with Placencia Producers Co-operative being formed in 1962, Caribeña Producers Co-operative in 1963 and National Fishermen Producers Co-operative in 1966. Several other cooperatives followed, but they are now inactive except for Rio Grande Cooperative Society registered in 1971.

At present, there are five functional fisher co-operatives in the country with others having failed for various reasons, such as mismanagement, misappropriation of funds, insufficient financial resources, and inadequate follow up training. Other factors influencing the failure of co-operatives include Belize's open access fisheries, illegal fishing by locals and foreigners and inadequate surveillance by the Fisheries Department.

The structure of the fishing cooperatives consist of seven member managing committees elected by members and empowered to manage the body. They employ an executive secretary or manager, and in instances in which the co-op is involved in processing, a plant manager and accounting staff. The plant manager is responsible for handling products from receiving to packaging and freezing.

Roles and functions of the cooperatives include provision of loans to purchase equipment such as engines, boats and fishing gear. These organizations also provide credit to purchase ice, lubricants and fuel that are paid for when the fishers land their catch. Some co-operatives offer a pension and disability fund, and an education fund for members' children, and most recently hurricane relief.

The Belize Fishermen Cooperative Association Ltd was registered under the Cooperative Society Act, Chapter 313 of the Laws of Belize, with its functions being to provide training, plus legal and technical services to its members.

The BFCA membership is composed of Caribeña, Placencia and Rio Grande co-operatives, which together represent some 754 fishers. It has a managing committee of four members who actively participate in the management and operation of the association. Each cooperative society yearly appoints one representative to the management committee of the Association. At the first meeting of the managing committee after the annual general meeting, the committee elects from amongst themselves a chairman, a vice-chairman, a treasurer and a secretary. The managing committee meets as often as the business of the Association requires, but at least once in every month. The BFCA is further aided by a Technical Advisor who is supported by specific project funds and an Executive Secretary, the only paid full-time staff member. The main functions of the BFCA are as

follows: (1) to present a consolidated and unified front for representing the interests of the fishing cooperatives in their dealings with government, non-government and other private sector organizations, and (2) to improve the knowledge base of member cooperatives in an effort to assist the understanding of the linkage between conservation and the pragmatic needs of the industry.

Strengths of this organization include regional and international experience; successful execution of projects aimed at training fishery stakeholders in sustainable fishing methods, and collaboration with the Fisheries Department, the Coastal Zone Management Authority/Institute and the Department of the Environment in the implementation of a number of marine resource conservation and integrated management initiatives such as Turneffe Islands Coastal Advisory Committee (TICAC).

Weaknesses include inadequate financing and human resources development and insufficient awareness among members about fisheries legislation and regulations.

Technical assistance and training needs include further education for fishermen and capacity development for the BFCA. The BFCA and its cooperative members will continue to seek ways of diversifying the industry; plans are being developed to vigorously pursue projects in aquaculture and to market and package products which give added value.

The preferred structure of a regional fisherfolk organization is that it serves as a multi-cluster hub that will take advantage of strengthening collaboration with NFOs that are neighbors to form strong clusters. The entire network would not be vulnerable if a single hub falters. The main function of the RFO should be to advocate for fishers at the regional and national levels and improve the quality of life and earnings for fisher folk. The RFO would be expected to provide training to improve the NFOs' and PFOs' management and other skills. It is expected that this will improve cooperation between cooperative members and strengthen NFOs. With satisfactory advocacy and communication skills, the NFOs would be better able to represent the fishing cooperatives in dealings with government and private organizations. With increased awareness and information sharing, the RFO will ultimately contribute to better incomes, higher standards of living of fisher folk and sustainable use of fishery resources in the Caribbean.

Issues expected to surface are lack of full commitment to the RFO on the part of the NFOs; difficulty disseminating information due to the cost of printing and further distribution of materials to the member cooperatives; and inadequate use of modern technology to aid in communication.

The RFO can be financially sustainable by being strategic and efficient to ensure long-term viability. Various sources of financing have to be considered such as, membership dues, grants and government subventions.

6.1.4 Dominica

In August 2007, leaders of fishing communities island-wide met, and it was observed that there were only four functional fishing cooperatives, four others were non-functional, and four were working on registration. Since that time, the number of cooperatives has increased to 11. These are located in various communities around the island.

In 1980 and in the late 1990s there were two unsuccessful attempts to form a NFO in Dominica. In 2007, after the CRFM facilitated national consultation to form a national fisher folk organization, a Steering Committee was established to promote the establishment of the NFO among the PFOs. The National Association of Fisherfolk Cooperatives (NAFCOOP) was registered in February 2008. Any fisher folk organization which is registered as a cooperative is entitled to become a member of NAFCOOP. Management of the affairs of NAFCOOP is vested in the board of directors which comprises representatives from the 11 member cooperatives. The roles and functions of NAFCOOP are to provide training and support to fisher folk cooperatives, give technical support to affiliates, lobby on behalf of fisher folk, and the development of the Dominica fishing industry.

Having recently drafted a five year plan, NAFCOOP is currently disseminating this information and inviting further input from its members. It is also in the process of establishing its secretariat with assistance from the Fisheries Division.

Strengths of the organization include the provision of technical support and training to affiliates, growing camaraderie among members and advocacy. Its weaknesses stem from it being a new organization with limited financial resources, inadequate capacity in organizational, management and technology skills, insufficient recognition for fisherfolk, unrecognized voice for advocacy, insufficient knowledge of laws related to the industry, and lack of mobility.

Technical assistance and training needed include small business management, outboard engine repair and maintenance, basic seamanship and safety at sea and the use of IT to improve fishing. Some challenges faced by NAFCOOP include inadequate information on the Caribbean Single Market Economy (CSME), bureaucracy in obtaining funds from donor agencies, high cost of fuel, tourism encroachment on traditional fishing grounds, encroachment of foreign vessels, fishing of juvenile fishes around FADs, and loss of habitats from coastal mining.

A preferred structure for the RFO is that there should be one representative per island; a board of directors whose members elect the executive, following on elections that are held at an AGM every three years. Each island would send three representatives (including board members) to the AGM. The board should meet every four months, with rotation of the venue for meetings as well as the AGM. Board members should only be able to serve consecutive three year terms, and executive members must resign at the end of three years and seek re-nomination by the board.

The roles and functions of the RFO should include advocacy and representation of PFOs and NFOs at the regional and international levels. This would include provision of financial, technical and managerial assistance; facilitation of technology transfer; training to strengthen leadership, governance and management; and the mobilization of financial and technical resources to strengthen the primary, national and regional level organizations. Expected benefits would be access to resources, strengthened FFOs and improved networking.

6.1.5 Grenada

Historically cooperatives are not a new phenomenon in Grenada and have been known to exist for over five decades. Beginning in the late 1970s fishers' cooperatives became more structured and organized through The National Cooperative Development Agency (NACDA) within the tri island states of Grenada, Carriacou and Petit Martinique. The collapse of the People's Revolution Government, which held office from 1979 - 1983, led to the demise of NACDA. Fisher cooperatives were dormant for a number of years until the 1980s when there was a national drive to establish cooperatives through the tri-island state.

At present, there are nine PFOs, with five being registered co-operatives, three registered under the Companies Act and one awaiting registration as a co-operative. The aim of these organizations is to improve the livelihood of fishers by utilization of their finances and skills to optimize earnings and bring benefits to the fishing fraternity. These organizations provide services for the development and enhancement of fishers' well-being. Some of the services include the sale of fuel, lubricants and fishing equipment. However, some of these organizations have become dysfunctional in their operations and are no longer providing adequate services to their membership. Assistance will be sought from the Fisheries Division and CRFM Secretariat to address these matters by providing oversight, training and technical support.

Emerging from the July 2007 CRFM stakeholder workshop to promote the formation of a NFO, a five-man Steering Committee was elected to spearhead the activities. To date, meetings have taken place in four parishes in Grenada; two in Carriacou and one in Petit Martinique, which involved eight fishing organizations. The Committee is in the process of holding consultations with the remaining three organizations.

Resulting from the series of NFO consultations among the different organizations, an overwhelming number are in favor of forming a new NFO instead of reviving the old National Fishermen's Association.

6.1.6 Guyana

The fishermen's cooperative movement began in the late 1960s to early 1970s and peaked with 13 fisherfolk organizations throughout the country. Assistance in infrastructure development was provided by the Fisheries Department to the various fishermen's cooperatives in the early 1980s with funding by European Union (EU) and Canadian International Development Agency (CIDA). Eight fishport complexes were established.

Structure and type of the fisherfolk organizations are guided by the Cooperative Societies Laws of Guyana Chapter 88:01. Most of the cooperatives provide goods and services such as ice, fuel, groceries, fishing requisites, ramp and boat repairs.

In 2007, following on the holding of the national consultation to form a NFO, a Steering Committee was formed to develop it through consultations with PFOs and the Chief Cooperative Officer. Draft bylaws were prepared and reviewed, with the intention of forming a NFO that is inclusive of all existing FFOs and other organizations such as the industrial seafood processors and trawler operators association. The Guyana NFO was registered under the Friendly Societies Act 36:04. Membership is open to all organized Guyanese groups in the fishing industry and include ordinary members, corporate members (fish processing companies), and honorary members (government departments and ministries). Executive members are to be elected at an upcoming meeting. Its role and functions are to provide education and training; advocate at the local, national and regional levels on behalf of membership; engage in conservation and management of fisheries resources; provide facilities for processing and marketing of members' produce and foster development of the RFO. Training for all staff members in their respective positions is needed.

6.1.7 Jamaica

Jamaica has had a long history of fisher folk associations. They are scattered around the Island. Recently these PFOs have been gaining in strength. In cases in which they are close together there may be opportunities to consolidate into one larger organization. There are nine PFOs and a NFO, the Jamaica Fishermen's Cooperative Union Society Ltd.

The Jamaica Fishermen's Cooperative Union Society Ltd (JFCU) was formed in 1944 as a consumer services organization. In 1954 it was registered as a fishermen's co-operative. The aim of JFCU is to develop a sustainable fishing industry that is environmentally friendly. Its motto is "let's study and work together". The membership of JFCU stands at about 6700. It operates from its own office in Kingston and has assets of US \$2.5 million. JFCU operates with a nine member board of directors, including chairman, vice chairman, secretary, assistant secretary and treasurer who meet bi-monthly. It has 19 employees, including a manager, secretary, engineer, sales clerks and boat builders. The organization is involved in manufacturing fiberglass vessels and imports about US \$1.5 million in goods and equipment for the membership annually.

The organization lobbies government, including the Fisheries Division, and Register of Cooperatives, and any other entities on behalf of the membership. In 2003, the Ministry of Finance granted a waiver from GCT for all imported fishing equipment and materials. An agreement to compensate fishers was also secured with three oil companies engaged in offshore drilling. Communication systems were secured through USAID in the form of 150 marine radios. Several training programs for management, staff and the primary organization have been organized by JFCU.

The JFCU would like to see the RFO assisting in MCS at the regional level to halt theft of boats and engines, plus assist with conservation of different marine species.

6.1.8 St. Kitts and Nevis

Fishermen's cooperative societies came on stream in St. Kitts and Nevis in 1975. The first was Nevis Fishermen's Marketing and Supply Cooperative Society Ltd which later became Capisterre Fishermen's Cooperative Society. Sandy Point Cooperative was formed in 1982 and Old Road Fishermen's Cooperative in 1986. Each cooperative has a five member board of directors consisting of president, vice president, secretary, treasurer and member. There are boards with a secretary/treasurer and two members. Elections of the five member board are held at the annual general meeting.

Roles and functions of the primary fisherfolk cooperatives are defined by their bylaws. These include training in fishing operations; providing requisites; marketing members' catch; providing equipment for processing and storing member's produce; paying dividends, and promoting networking among cooperatives, other community organizations and government.

The St. Kitts Nevis National Fisherfolk Organization Steering Committee was re-established in May 2008. Membership includes the above mentioned cooperatives plus the Nevis Co-operative and Basseterre Fisher's Association. The Steering Committee consists of a chairperson, deputy chairperson, secretary and seven members. Their action plan to set up a national fisherfolk organization called for ratification of bylaws (which has been done), training in establishing a fisher folk organization, and the reactivation of Newtown Co-operative and merger with the Basseterre Association. The proposed NFO will engage in advocacy, training, marketing and supply; liaise with government and the private sector; represent the PFOs at various levels and participate in research to promote sustainable use of marine resources. It is expected to source funding and support through networking with the upcoming regional fisherfolk organization. Membership will consist of members of the primary organizations and the NFO will be governed by a board of directors.

A preferred structure for the regional organization has not been specified, but it is envisaged that each member of an NFO will have a vote. The RFO is expected to be the regional apex body to represent all NFOs across the region and attract support for its members from recognized support agencies.

6.1.9 St. Lucia

The St. Lucia Fisherfolk Cooperative Society Ltd was registered with the Department of Cooperatives in compliance with Section 10 of the Cooperative Act #28 of 1999 in September 2007. The organisation was established through the support and collaborative efforts of the Department of Cooperatives, Department of Fisheries, Ministry of Agriculture, and a local consultant/retired cooperative agent. The first general meeting was held in November 2007, during which three representatives each from seven of the eight fisherfolk cooperatives were in attendance. Also in attendance were representatives from other cooperatives, the Cooperative League, and executive members of the Dominica's NAFCOOP.

The present Executive Committee comprises members from five cooperatives responsible for forming the national organisation. The Committee has a president, vice president, secretary, assistant secretary, treasurer, and two directors. The organisation is in the process of completing strategic and business plans. It is also engaged in obtaining office accommodation, supplies and equipment. In addition, it has been hosting consultations and capacity building workshops. Current issues being addressed are an increase in duty refund, insurance for vessels and other equipment, and complaints and conflicts among stakeholders.

Strengths of the organisation include motivated and committed board members, strong support from the Cooperative Registrar and Department, Fisheries Department, a committed consultant/advisor to the NFO, and financial assistance to start the organisation. Weaknesses include absence of an office, staff and equipment; and no operational plan, so development and benefits are minimal. Also, three of the eight fishermen cooperatives are not affiliated to the NFO and there is some contention with the Cooperative League as to whether the NFO is a primary or secondary body.

Technical assistance and training needs include preparation and implementation of a strategic plan; sourcing of office equipment; training in project preparation and management, accounting, marketing and sourcing of materials and equipment for board members, and in literacy, including computer operations, and fishing methods for all.

The RFO should be centralized with linkages through the NFO to the PFOs. Roles and functions should be to represent FFO interests at regional and international fora, developing unified positions on fishing issues, and strengthen NFOs and PFOs through training and provision of information. It should also provide assistance in sourcing equipment and materials at a cheaper cost, assist in sustainable management of marine resources, and develop guidelines for good practices. Benefits of the RFO would be a stronger fishing industry, improved standard of living of fisherfolk and more informed and educated fisherfolk.

6.1.10 St. Vincent and the Grenadines

In St. Vincent and the Grenadines there are three PFOs that are registered cooperatives (1986, 2003, and 2004). Each cooperative is managed by a board of directors consisting of a president, vice president, secretary and committee member. The co-operatives' roles and functions include provision of training such as safety at sea, fishing techniques and vessel/equipment repair. The co-operatives also try to ensure adherence to fisheries regulations and standards for fishing and fish export. In addition to researching alternative ways to process fish and other products, these co-operatives provide other goods and services such as sale of fuel and lubricants, fishing gear and other equipment, ice, rental of lockers and cold storage.

A seven member Steering Committee, consisting of a chairperson, assistant chairperson, secretary, assistant secretary, treasurer, assistant treasurer and a public relations officer was formed in December 2007 to establish a NFO. The committee members are representatives from the PFOs whose total membership is about 200. The Steering Committee's action plan included the drafting of by laws, which have been submitted to the Cooperative Division, and drafting of a business plan that addresses production, marketing, management and information system.

The proposed NFO will be involved in advocacy, education and training, national representation, mobilization of resources and bulk purchase of fishing gear and equipment. The organizational structure will be the same as the PFOs with a Board of Directors and such staff as a manager, clerks, cleaner, driver and office attendant. Technical assistance and training needs for the NFO include business and office management, accounting, communications, customer relations, and marketing.

The preferred structure for a RFO would be the same as the NFO. Roles and functions should include provision of training in various aspects of cooperative development, support of the development of the NFOs in the region; mobilization of resources and the development of a regional development plan. Expected benefits include information sharing, marketing opportunities under the CSME, training and fisher exchanges, and collaboration with other cooperatives in the region in bulk purchasing.

Expected issues are infringement of exclusive economic zones, appropriate modern fishing technology, dissemination of scientific data and opportunities for better trade relations. The RFO would be financed by subscription and member fees plus through funding agencies such as JICA.

6.1.11 Trinidad and Tobago

The Almooring Fishing Cooperative Society Ltd started as an association in 1980. Later, it was organized and registered as a fishing cooperative in 1986 under the Cooperative Act of Chapter 14. A small caretaker and manager's office was constructed from member funds. The board of directors consists of a president, vice president, secretary, assistant secretary, treasurer, assistant treasurer, and twelve directors. In past years, mismanagement affected its operations, but with recent changes in management the cooperative has achieved debt repayment, savings, investment and minor infrastructure development. In 1997, after submitting

development plans to the relevant government agencies, a Cabinet Note was issued for the co-operative to acquire a 30-year lease on an area of land for development, but this is still being pursued.

The Seafood Industry Development Company (SIDC) was established in 2006 under the Ministry of Trade and Industry by the government of the Republic of Trinidad and Tobago to help develop the fishing industry and unify the fishing sector. SIDC is a project implementation agency which is partnering with stakeholders to ensure that a sustainable seafood industry is being developed. Its role is to develop and implement programmes to source materials; develop infrastructure to meet safety standards; gain access to markets; train and support FFOs in business development and co-management.

The Trinidad and Tobago Union of Fisherfolk is a national fisherfolk organization that consists of a Board of Directors with a president, vice president, secretary and treasurer plus presidents and secretaries of each of the member organizations. There are 21 PFOs in Trinidad & Tobago, however there are still more that are dormant.

The function of the TTUF is to coordinate programs and activities for members and fisherfolk of T&T; maintain relationships between national fisheries organizations and the Government of T&T; promote capacity building for PFOs to improve on their participation in co-management of the fisheries resources; represent local fisherfolk in the National Fishery Advisory Committees, National Fisheries Dialogue Groups, and National Legislative Enforcement Agencies; participate in resolving conflicts among PFOs; provide feedback to the PFOs on matters of national and regional significance; participate in resource management decision-making processes at the national level; promote information sharing; and develop common strategies on regional policy matters. The fee to join TTUT is TT \$250 for organizations, and TT \$25 individuals.

6.1.12 Discussion

Participants noted that many of the issues identified in the country presentations, such as financial sustainability, were common to the PFOs and NFOs in each country. They also acknowledged the serious impact of piracy on the livelihoods of the fisherfolk and noted the steps to deal with it in Guyana, including the color coding of fishers' engines. It was observed that the FFOs seem to support the formation of the regional network of national fisherfolk organizations.

It was pointed out that in many instances; the formation of the NFO seems to have resulted in a cooperative as the national umbrella body. As such, those present were urged to ensure that regardless of the organizational arrangement the NFO should seek to be inclusive of all PFOs and not exclusive.

6.2 Environmental Analysis

Environmental Analysis is a tool that helps a group to examine the context of its situation. It is often carried out before strategic planning as a way of analyzing trends that can affect future decisions and plans (Spencer 1989). This method was used to help fisherfolk organizations see their place in the global realm that includes the local, regional and international perspective.

Participants considered major events that took place, or will take place over a period of time on three levels: pertaining to their FFO, the industry, and the world. These events were placed on the wall under a timeline spanning 1950 to 2050. When completed, participants reflected on paradigm shifts and important trends to be aware of in the fishing industry. The output from this exercise can be seen in *Appendix 4, Addendum I*.

6.2.1 Discussion

Participants observed a number of changes from the 1980s to the present and identified the following events as important turning points:

- At the world level - in the 1980s the Convention on the Law of the Sea; in the 1990s the significance of the World Trade Organization, Rio Declaration and the Internet.

- At the fishing industry level - the collapse of the cod fishery in the 1980s.
- At the local level – the establishment of several primary and national fisherfolk organizations in the 1990s.

Observed trends that may affect the fishing industry in the future:

- With technological advancements and advent of the Internet information has become more available and accessible which has had an empowering effect.
- Awareness of environmental issues became mainstream around the 1970s.
- Attention to individual efforts of the past is giving way to organized group efforts; fishers are becoming more participatory and collaborative.
- Move from nationalistic tendencies toward regional organization and planning, and perhaps in the future toward more globalization.
- Humans transcending wars and struggle for oil to diplomacy and the use of alternative energy.
- The movement from an era of top-down governance to good governance – through stakeholder participation is becoming more evident.
- Movement from single species based management to an ecosystem-based fisheries approach.

Being aware of and responding to negative impacts such as climate change, food shortages, and the financial crisis, fishers will need to be more collaborative and involved in the co-management process, through the strengthening of their organizations. Participants found value in this exercise in terms of expanding their awareness about the interrelationships among global, regional/industrial and local events.

6.3 Strategic Planning

A model of Participatory Strategic Planning developed by the Institute of Cultural Affairs was introduced which addressed the five steps to the strategic planning process: focused question, shared vision, assisting and resisting factors, SWOT analysis and action planning (Almerigi, 2008, ICA 2000). The focus for the planning exercise was about what needs to be in place by 2015 with respect to FFOs in the Caribbean. Coming out of the practical exercises the following draft vision statement was put forward for Caribbean fisherfolk organizations by one of the participants.

Our vision as Caribbean fisher folk organizations 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.

Although the draft statement represented a good vision statement example, the consensus of the group was that it did not fully reflect their expression, i.e. “be the best we can be” being ambiguous, and would have to be further refined. The outputs of the strategic planning exercises which were done in plenary and group sessions are given in **Appendix 4, Addendum II**.

6.4 Project Cycle Management

Project cycle management was explained and practiced in small groups which identified three possible projects. These were then put through a project cycle which included stating the problem and stakeholders affected, setting out the goals and objectives, and considering activities and methods for monitoring and evaluation (Almerigi, 2008). The exercise outputs are given in **Appendix 4, Addendum III**. The importance of being creative and thinking ‘outside the box’ was emphasized when developing and implementing projects, especially at the start when generating ideas and thinking of ways to solve problems. Oversight and management were identified as key areas: as is making sure that the money is spent wisely. **Appendix 5, Addendum I**, shows the handout used to take participants through the process.

6.4.1 Discussion

Participants observed that the project cycle process is a useful way to develop and implement a project, with monitoring and evaluation being especially important to all stakeholders.

6.5 Logical Framework Analysis

Logical framework (logframe) analysis was described as an effective adjunct to project planning when seeking funding. It summarizes what the project will do, and what it seeks to achieve. It provides the practical mechanism by which project activities are linked to objectives and strategy, and assumptions and factors affecting sustainability are brought into the project design. A handout for this module may be seen in *Appendix 5, Addendum II*. Participants were cautioned that the process is not easy and often confusing due to logframe terminology that is not consistent from one user to the next (**Table 3**).

Table 3: Different organizations use different terminology for the same concepts in logical framework analysis.

Logical frame terminology	Other terms used
Overall objective	<ul style="list-style-type: none">• Goal• Development objective• Long-term objective
Project purpose	<ul style="list-style-type: none">• Short-term objective• Specific objective
Results	<ul style="list-style-type: none">• Outputs• Immediate objectives• Intermediate results
Activities	<ul style="list-style-type: none">• Actions
Assumptions	<ul style="list-style-type: none">• Risks• Development hypothesis
Objectively verifiable indicators	<ul style="list-style-type: none">• Targets, performance indicators, variables
Sources of verification	<ul style="list-style-type: none">• Means of verification• Means of assessment• Sources of information

Continuing with the earlier project cycle exercise, participants were instructed to develop a logframe of the project they were working on, with an example being given in *Appendix 4, Addendum IV*.

6.6 Network Development and Maintenance

Participants were informed that networks consist of more than two actors (nodes) connected to each other by specified relationships (ties) and that some ties between nodes can be one-way in either direction (uni-directional) or two-way “give and take” (bi-directional or reciprocal). It was noted that there can be both positive and negative uses of networks. On the positive side there is increased access to information, greater communication and unity, but on the negative side examples include conflict of interest and insider trading in the stock market.

The session on networking focused on networks in FFOs. Several fisheries related networks were defined including boat crews, and networks at the international level for the purpose of fisheries management. Websites were also mentioned as a tool to connect fisherfolk with one another. The regional network of national fisherfolk organizations was discussed and its potential organizational options addressed: a centralized hub, an open network and a multi-cluster organization (McConney, 2007). To make the concept clear to participants, some general examples of networks were provided in a handout (*Appendix 5, Addendum III*).

6.6.1 Network Development Exercise

As an exercise participants were asked to sketch a network map of how they are connected to some people at the workshop and how they are connected to others. Participants found it enlightening to see how many connections there were in the group during and before the workshop.

In addition, participants were asked to discuss among themselves how they might develop and maintain networks for their FFO or NFO. Following are some of the responses.

- Information sharing, face to face.
- Inspire members
- Participate in a membership drive. Attract membership.
- Follow up, maybe join on a project.
- Encourage participation.
- Network with other fisherfolk organizations.
- Give members a sense of ownership.
- Have members meet and discuss.
- Identify a network and form a primary body and select persons to form a NFO.
- Create a policy framework for information dissemination from PFO, NFO, RFO.
- Each FFO is represented under the NFO.
- Exchange information with more PFOs.

6.7 Communication and advocacy

Participants were given an overview of advocacy and communication. Advocacy is a process of asserting one's views in order to influence public policy or achieve certain goals. Advocacy is empowering as groups can gain many benefits if it is done well. The ability to communicate effectively and strategically is critical in advocacy thus the focus on communication. *Appendix 5, Addendum IV* shows the PowerPoint slides for communication and advocacy presented by the resource person.

Several ways were suggested to plan and evaluate one's message and a test indicated to make sure the message is clear and effective. In other words it must pass the SMART test. It must be S-pecific, M-easurable, A-chievable, R-ealistic (can actually be done) and T-ime bound (met by a specific deadline). A good example of a SMART-tested group goal: 'By the end of 2010 to have 70% of the people in the Caribbean region know about the CRFM and the regional fisherfolk organization network.'

To evaluate one's work there are three types of indicators: output (the number of things produced or people reached), outcome (the impact on target audiences), and process (the effectiveness of the implementation and management of the strategy).

6.7.1 Process Indicators

For an exercise in process indicators a recent message was shared that was delivered to the Caribbean Media Exchange on Sustainable Development, a conference for journalists, tourism officers, hoteliers and environmentalists. The message was delivered from Caribbean Foresters alerting people to the changes in land cover of the Caribbean islands through various socioeconomic activities. The message was a call to action to prevent any further degradation to the islands forests lest they adversely affect tourism in the future by destroying the quality of life that it depends upon. The message listed several ways that hotel developers, government, the public and tour operators can be more responsible in protecting the environment. It recommends a number of actions these agents can do. The various ways that the message was ineffective and therefore not successful was shown. 'A Call to Action' did not pass the SMART test since it was shown to be unrealistic in terms of its very broad audience (the entire Caribbean) and could not easily be measured when completed.

For practice, participants were asked to identify an issue or an activity to make the subject of a communications campaign then state the goal in the SMART way. They were to list three aims of the goal, identify indicators to use to evaluate the effectiveness of the campaign and identify the main partners.

6.8 Conflict Management and Negotiation

Conflict takes place when persons trying to fulfill their basic needs – both physical and psychological – are thwarted by others trying to do the same (Bodine and Crawford 1998). These needs may be around resources such as time, money, or property; or values such as convictions, priorities, principles or beliefs. The practice of conflict management accepts that conflict is a reality that must be dealt with daily and therefore must be managed in ways that will prevent violence and preserve relationships. Ways to manage conflict include understanding one's response to conflict and making adjustments that will bring peaceful and productive outcomes. A basic tenet in conflict management is that conflict presents many opportunities for personal growth and change as well as the healing of damaged relationships.

Like conflict, negotiation is a fact of life. It is something that most people do on a daily basis. Negotiation is a means that people use for getting what they want. It has been described as a back and forth communication designed to reach an agreement when both sides of a disagreement or deal have some interests that are shared and others that are opposed (Fisher and Ury 1991).

The Conflict Management and Negotiation session covered negotiation strategies and tactics, the process of interest-based negotiation, conflict resolution methods, and the Concentric Circle - a trust building method for discussing difficult issues in groups. The seven elements of negotiation taken from the Harvard Negotiation Project's 'Getting to Yes' were used by participants to prepare and carry out stakeholder negotiations taken from actual conflicts. Communication skills including questioning and feedback methods plus active listening were learned and practiced to enhance participants' ability to resolve conflict.

6.8.1 Interest-Based Negotiation

Using the seven steps of interest-based negotiation is an effective way to prepare for a negotiation. Participants were encouraged to make use of the article 'Getting Ready to Negotiate' in the workbook which describes the seven steps as: interests, options, alternatives, legitimacy, communication, relationship and commitment (Almerigi, 2008).

To ground the exercise in reality, participants were asked to develop scenarios to practice negotiation using the interest-based negotiation method. Three scenarios drawn from real experiences were selected for the negotiation role play.

- Conflict over fisher access to the beach due to redevelopment of beach site for vendors market Barbados.
- Conflict between the use of a beach by fishers and a new beach development in Jamaica.
- Conflict between fishers and an NGO in Belize over promises, later broken, that fishers would be able to act as tour guides in a MPA they agreed to stop fishing in.

6.8.1.1 The Belize Scenario

In the Belize scenario a group of fishers were persuaded to support a marine sanctuary by agreeing to refrain from fishing within the reserve in exchange for the opportunity to act as tour guides to visitors, snorkelers and divers in the same area. The NGO promoting this change have been handling the tours themselves and have reneged on their offer to include the fishers.

Using the interest based negotiation process on the Belize scenario it became apparent that the fishers and the NGO shared some of the same interests: good management of the MPA and a desire for educational programmes. However, an interest in conflict with each other was the method used for co-management of the

area. The group suggested options that might satisfy the fishers' interests such as further training, providing other activities for them such as tourism using glass bottom boats, and setting up a panel of persons drawn from both sides of the conflict who would negotiate the situation. A possible agreement might also allow some limited catch (bait fish) within the MPA.

6.8.2 Conflict Management Strategies

Participants learned that there are five basic strategies for managing conflict and that all people tend to depend on one or two based on their upbringing and past experiences. Though these styles are quite habitual, new styles that are more effective can be adopted. The outcome of the strategies can be understood by the emphasis that each style places on one's goals and the relationship involved (Johnson and Johnson 1995). The five styles and their differences are shown in **Table 3**.

Table 3: The five conflict styles, or strategies for managing conflict

Style	Style or Strategy
Problem-solving	When both the goal and the relationship are highly important solutions to the conflict will be sought to ensure that both parties can achieve their goals. This often takes more time than the other styles.
Smoothing	When the goal is of no importance but the relationship of high importance a person tends to accommodate the others needs in a conflict.
Forcing	When the goal is very important but the relationship is not, one seeks in a conflict to achieve one's goal by forcing or getting the other person to yield.
Compromising	When both the goal and the relationship are moderately important and it appears that both cannot get what they want each will have to sacrifice part of their goals, or find a middle way.
Withdrawing	When the goal is not important and the relationship is not needed one may choose to give up both and avoid the issue.

6.8.3 Active Listening in Concentric Circles

Participants discussed the importance of listening actively in quality communication and the indications of an active listener in terms of eye contact and responses. An effective way to respond when listening actively is to provide feedback, or paraphrase. Paraphrasing must not only provide feedback about the content of what was said but also the emotion behind it.

Concentric circles is an exercise where chairs are arranged in two concentric circles. Each chair in the inner circle faces outward and is paired with another chair in the outer circle facing inward. As participants occupy the chairs, each is sitting directly in front of another who will be his/her conversation partner. Participants are given one minute to complete the phrase announced by the facilitator. During this one minute, one person will talk and the other will only listen actively, remaining quiet, paraphrasing or asking questions to encourage the speaker to continue sharing. At the end of the allotted time, those seated in the outer circle stand and move one seat to the right while those in the inner circle remain in place. Thus, after each question, the participants are paired up with a new partner and ready to complete the next phrase offered by the facilitator.

The purpose of this exercise is to structure an experience where participants begin to share their thoughts in a context that allows them to have the experience of feeling listened to. This exercise reveals the transformative power of active listening as well as creates or deepens the level of shared trust in the group. Finally, it serves as an effective structure that allows individuals to begin telling personal stories relevant to the issues the group will be exploring collectively. By the end of this exercise, each participant will have had significant contact with each of the other members of the group. Participants conducted an exercise using the concentric circle approach and the output is given at *Appendix 4, Addendum V*.

6.9 Leadership for Fisherfolk

In this module participants learned about the definitions of leadership, some myths about leadership and the roles of a leader: communicator, team builder, group facilitator, change maker and educator, with descriptions of each provided. The PowerPoint presentation on Leadership used in this session is given at **Appendix 5, Addendum V**. Participants learned a process for determining a group's purpose and mission and used the method to develop a mission statement for the regional network. The mission statement is set out below:

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

Group dynamics was also addressed, with the participants learning about the stages of group development in the 'Orming Model': forming – when members are new to the group, storming – when members begin to challenge the work and each other, norming – when conflicts get smoothed out and members start to support one another, and performing – when the group works well and their work bears fruit. To illustrate the difference between these stages some participants enacted a skit about a group experiencing them. This was followed by a discussion about the benefits of understanding the stages of group development and ways to encourage it. In two of the exercises, the participants identified the key stakeholders for the RFO and the responsibilities that the RFO has to each of these stakeholders (**Table 4**) and drafted the mission for the RFO (see mission statement above).

Table 4: RFO Stakeholders and its responsibilities toward them.

Government	CRFM	NGOs	FFOs
<ul style="list-style-type: none"> - Guide policy - Collaborate, develop and manage - Advise on issues - Regulate - Provide technical assistance - Accountability 	<ul style="list-style-type: none"> - Collaborate - Support 	<ul style="list-style-type: none"> - Lobby & advocacy - Lobby for financial assistance - Discussion - Dissemination of information 	<ul style="list-style-type: none"> - Sharing support and representing - Training - Information exchange - Communication of information - Seek funding
	Funding Organizations	Consumers	Suppliers
	<ul style="list-style-type: none"> - Lobbying - Collaborate - Financial support 	<ul style="list-style-type: none"> - Supply - Provide - Educate 	<ul style="list-style-type: none"> - Purchases

6.10 Business Planning

The Business Planning module looked at financial management systems for a FFO or fishing operation, including audit, inquiry and inspection, arbitration in disputes, liquidation, intervention in management and government control. Participants learned the importance of financial management in creating a stable organization. Various accounting methods were covered such as single versus double entry, and the cash versus accrual. The rudiments of record collection and management (book-keeping) and the use of debits and credits, as well as the financial statements (income statement, balance sheet and cash flow statements) used to analyze business finances were examined. Information provided to participants on this module as well as examples of the financial statements and accounting entries discussed can be viewed in **Appendix 5, Addendum VI**.

Computer-based accounting programs were also looked at, with the resource person ending his discussion by suggesting that the fisherfolk consider acquisition of a good electronic accounting programme such as Quick Books.

6.11 Legal Aspects of Institution Building

The module Legal Aspects of Institution Building focused on setting up a FFO as a legal institution. Some definitions of business and corporate law pertaining to functioning groups were covered such as limited liability, sole trader, partnership, non-profit, shareholders, etc. Pointers were given about drafting by-laws or a constitution for a group whether it is a cooperative or association. Cooperative principles and the relevant sections where they are cited in the Co-operative Law/Act of St. Lucia were provided. (See *Appendix 5, Addendum VII*).

7 APPLICATION OF TRAINING

Participants used Open Space Technology (OST) to self-organise around common issues raised on the first day in the situational analyses of their FFOs (see *Appendix 4, Addendum VI*). They discussed the issues and shared their thoughts on likely solutions. The issues identified by workshop participants are given in *Appendix 4, Addendum VII*. Since many of the challenges experienced in the fisherfolk organisations are similar, participants were able to organise in groups around the topics and take advantage of the thoughts and ideas of others. Within the groups, they developed their individual projects, which were then presented in plenary for review and feedback. A list of these projects is given at *Appendix 4, Addendum VIII*. Examples of projects presented included co-management of fish aggregating devices (FADs) in Dominica, improving the means for quality assurance in an FFO in Guyana, and sustainable financing for fish festival operators in Barrouallie, St. Vincent & the Grenadines. These three projects are given in *Appendix 4, Addendum IX*.

8 THE FIELD TRIP

Following the field trip around the island to visit landing sites and interact with other fisherfolk, participants reflected on the experience using the focused conversation approach. The method used was the ToPTM Focused Conversation¹ a structured process that asks questions on four levels of awareness: objective - the factual / data level, reflective - the feeling / association level, interpretive – significance / meaning level and decisional – resolve or action level. Table 4 shows the questions asked and the group's responses.

Table 4: Questions and answers regarding the field trip using the ToPTM Focused Conversation Approach

Objective level “Where did we go?” “Who did we speak to?”	<ul style="list-style-type: none">• Dennery, Soufriere, View Forte, Canaries• Landing sites, vendors. Manager of Cooperative that started in 1977, Fishermen, Marine Ranger Soufriere Marine Management Association, Supervisor of View Forte Facility, Customs officer, a Shipwright
Reflective level “Did anything surprise you?” “What did you like/not like?” “Did anything you saw remind you of something?”	Boats & Facilities <ul style="list-style-type: none">• There were about 20 or more boats per landing site. These were in sheltered bays (safe harbours) created by government. Boats of similar design and about 30 feet long, and most are day boats; 80-90% of boats are fibreglass. Did not see safety equipment on boats (anchors, life jackets, etc.)• Landing sites similar to others in the Caribbean. You can see the Japanese influence. There is lack of attention to maintenance of the facilities. Safety standards appear to be poor. Near fuel there were no

¹ The Technology of Participation Focused Conversation was used throughout the workshop for group reflections. Participants learned the process and may refer to it in their workbooks and the ‘Leadership for Fisherfolk’ manual that was handed out to everyone at the workshop.

	<p>safeguards. Focus in the landing sites appeared to be on fishing not as much on the community which appeared to be of a poor standard.</p> <p>Fishing practices</p> <ul style="list-style-type: none"> • Did not like seeing fishers selling undersized fish. It was a kind of ‘culture shock’ to see them in full view. Those fish are ‘eggs’ not fish! Did not like the size of the nets being used. FADs do not appear common as in Dominica. Those we met did not know about FFOs <p>Markets</p> <ul style="list-style-type: none"> • Did not like to see that meat was being sold in the same market as fish. People were sleeping on counters where fish is sold. Vendors are also cleaners – these should be separate jobs.
<p>Interpretive</p> <p>“What did you learn from what you saw or heard?”</p> <p>“What was working well/not well?”</p> <p>“Any other insights?”</p>	<p>Went well</p> <ul style="list-style-type: none"> • The Marine Management area appeared to be a well defined area. Organisations appear to be working well and profiting from business. <p>Was not going well</p> <ul style="list-style-type: none"> • Fishers do not seem to be moving toward modern fleets operating for efficiency versus using day boats. Fishers do not seem to be supporting their organisations at the higher level. Fishermen may have a bad future if they don’t change their practices. I wonder what the Fisheries Department is doing to make things better. <p>New insights</p> <ul style="list-style-type: none"> • There are great similarities in fishing operations in the Caribbean. Donors build facilities but don’t factor in ongoing maintenance and local techniques are not advanced to meet the level of the complex. Without tourism, things would look worse than they do.
<p>Decisional</p> <p>“How can you apply what you learned?”</p> <p>“From this discussion, what can we take back to our FFOs?”</p>	<ul style="list-style-type: none"> • There appear to be many opportunities for income through selling ice, fuel, etc. I would like to encourage my FFO to sell more products. It is possible to have a profitable business through unity/cooperation • I would like to have had more contact with board members of the fisherfolk organisations. If advanced notice had been given maybe we would have been met and welcomed. Would like to see landing sites being given to fishers to manage. • Conclusions were made from surface observations. More knowledge is needed to make an accurate assessment of St. Lucia fisheries.

9 WAY FORWARD AND WORKSHOP CLOSURE

9.1 Progress on the formation of the Regional Network of National Fisherfolk Organisation

During the workshop the RFO-CU presented a progress report on the development of the regional network of national fisherfolk organisations and sought feedback from participants about the way forward. The RFO-CU’s participation in the CRFM was discussed. Key roles for the organisation were reaffirmed as representation, participation in co-management, advocacy, communication, training and technical assistance. The Caribbean Network of Fisherfolk Organisations was proposed as the title of the regional network and the draft mission statement was accepted. It was agreed that the RFO-CU would continue its work for another year. The PowerPoint slides from the RFO-CU presentation is given at *Appendix 5, Addendum VIII*.

9.1.1 Discussion

Participants noted that the NFOs would take the lead in building awareness about RFO. A recommendation was made to prepare a communication strategy and plan to promote fisherfolk organisations at all levels, with assistance being sought from UWI-CERMES.

9.2 Workshop Closure

Closing remarks were given by the Permanent Secretary, Ministry of Agriculture, Lands, Forestry and Fisheries Mr. Hubert Emmanuel, who congratulated participants on their efforts to upgrade their skills, noting that they will greatly benefit their organisations and the Caribbean fishing industry. He reaffirmed his support for the regional network and encouraged the participants to keep working hard to accomplish their goals. He then invited the participants to a reception after the closing.

10 EVALUATION OF THE WORKSHOP

At the end of the workshop participants were provided with copies of the Participant List (*Appendix 1*) and a Workshop Evaluation to complete. Of the 25 persons who attended, 20 completed the evaluation that consisted of 11 questions: three requiring written responses and all others using a rating scale. The full responses are set out in *Appendix 6*.

Participants showed a high degree of enthusiasm for the usefulness of nearly all methods learned with project cycle management and facilitation skills rated the highest. The country reports and individual projects were also noted as interesting and relevant. Lowest ratings were given to logframe analysis (perhaps because of difficulty) and the field trip. The workshop facilitators were considered knowledgeable and well prepared and the time allotted sufficient. All films were rated as useful to some degree with ‘No Boundaries’ and ‘A Fisher’s Journey’ given the highest score.

Training activities identified for future workshops included public speaking, meeting skills, and preparation of annual budgets. The opportunity to interact with local fishers plus exposure to sustainable fishing methods was also requested.

When asked about continued support needed from CRFM, many said additional training especially in technical areas such as sustainable fishing methods. Networking and advocacy for fisherfolk were also seen as important CRFM functions. It is clear that the CRFM is seen as the means for furthering the objectives of Caribbean fisherfolk at the primary, national and regional level.

10.1 Facilitator recommendations

The level of skills brought by participants to this workshop showed in varying degrees some level of experience from previous training workshops. All appeared literate and fairly confident in speaking before others, though these areas, especially writing skills, could use improvement. A high level of interest in the topics and willingness to learn was evident as participants appeared sincere in their desire to boost membership and participation in their FFOs.

Topics that were challenging due to their complexity included logical frame analysis, business planning and accounting. These topics were new to most and would need further study to gain a working knowledge. However, all would be easier to tackle after exposure to the basic principles of these topics acquired at the workshop.

Other challenges participants will have when attempting to use and share the skills they acquired at the workshop will be limited by inadequate meeting room facilities and supplies due to most FFOs having insufficient financial support by members and inexperience in preparing proposals for grant funding. To hold productive meetings sturdy chairs and tables with adequate lighting and fresh air (or air conditioning) are required. These may not exist in many situations.

To effectively facilitate fisherfolk meetings also calls for meeting aids such as flip chart easel and markers, white board and markers, and a computer and printer for communications and note taking. In addition to understanding the processes of accounting, software packages that are more efficient than the old fashioned way of keeping paper books would need to be acquired. It is questionable as to the number of the FFOs represented at this workshop that have a computer dedicated to the FFO for this purpose and other organisational business. In addition, it should be noted that these are people of the sea who were not trained in office work or maintaining a business and therefore these skills are limited but growing slowly.

As was mentioned previously, some topics provided in the workshop were of sufficient complexity as to merit whole workshops in themselves. However, exposure to the concepts and terminology will go a long way in demystifying them so as to build self confidence in working with partners and funding organisations.

To ensure the success of the workshop it would be beneficial if CRFM could follow up on the projects committed to by participants. One way to do this would be to feature one project per issue in the newsletter, 'Fisher Folk Net', or periodically on the CRFM website.

Participants asked for additional workshops to continue their learning and to transfer and build upon the skills of the wider Caribbean fisherfolk community. One way to approach this would be to offer training sessions for members of PFOs in each country and utilise workshop graduates as apprentices, or co-trainers, to consultant trainers. Another option would be for CRFM to offer a Training of Trainers Workshop and select two persons from each island to receive the training skills for working with their home groups. In this latter option, graduate trainers would need assistance from CRFM in recruiting workshop participants and organising local venues. The apprentice co-trainer approach could be employed in strategic, action or project planning with Workshop graduates being paired up with one or two consultants to create short and long term plans for fisherfolk organisations. This way, participants would have the opportunity to practice their skills under supervision as they address real issues while networking with other fisherfolk.

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APPENDIX 2: WORKSHOP SCHEDULE/AGENDA

Day	Morning	Afternoon
Monday	Opening & workshop Objectives Expectations Progress Reports	Situational analysis. Application of training to situations
Tuesday	Environmental Analysis	Strategic planning
Wednesday	Project Cycle Management	Logframe analysis for grant seeking
Thursday	Network development and maintenance	Communication and advocacy
Friday	Negotiation and conflict management	Role plays and practice
Saturday	Field trip	Field trip
Sunday	Day off	Day off
Monday	Field trip reflections Leadership, group dynamics and teambuilding	Management, coordination and decision-making Facilitation skills
Tuesday	Business planning Organizational and financial management.	Legal aspects of institution building
Wednesday	Open Space Technology process to determine projects for individual FFOs	Group reports
Thursday	Application of training to individual projects with assistance from facilitators and resource persons	Presentations on application of training
Friday	The way forward for the RFO The way forward for the CRFM project Closing ceremony with the Permanent Secretary	Reception sponsored by Permanent Secretary Departures

APPENDIX 3: TEMPLATE FOR COUNTRY REPORTS

Brief Report on National Fisher Folk Organization or Steering Committee to form the National Fisher Folk Organization (No more than 3 pages)

1.0 Brief description of Primary Fisher Folk Organizations

- 1.1 History
- 1.2 Structure/Type of Organizations
- 1.3 Roles and Functions

If NFO in existence, kindly use:

2.0 National Fisher Folk Organization (NFO)

- 2.1 History
- 2.2 Membership
- 2.3 Executive Committee (Organogram can be attached)
- 2.4 Structure/Type of Organization
- 2.5 Roles and Functions
- 2.6 Strengths
- 2.7 Weaknesses
- 2.8 Technical Assistance and Training Needs

If no NFO, but a Steering Committee in place, kindly use:

2.0 Steering Committee to form the National Fisher Folk Organization

- 2.1 Membership and Executive
- 2.2 Action Plan for the Formation of the NFO, including Schedule
- 2.3 Progress to Date
- 2.4 Type of NFO being Proposed (including its likely membership, structure, roles and functions, sustainable financing)
- 2.5 Technical Assistance and Training Needs identified to Date

3.0 Regional Network of National Fisher Folk Organizations

- 3.1 Preferred Structure
- 3.2 Roles and Functions
- 3.3 Expected Benefits
- 3.4 Expected Issues
- 3.5 Sustainable Financing

NOTE: Organograms showing the Executive Committee for the NFO or Steering Committee can be attached. Also, representatives are requested to bring such documents as strategic plans, business plans, project reports, communication strategies, membership lists / registers, by-laws / constitutions, financial records, meeting minutes, etc.

APPENDIX 4: OUTPUTS FROM PRACTICAL EXERCISES

APPENDIX 4, ADDENDUM I: ENVIRONMENTAL ANALYSIS EXERCISE

	1950	1960	1970	1980	1990	2000	2008	2008	2020	2030	2040	2050
The World	Cuban Revolution	Beatles	World Oil Crisis	Natural Disasters	Gulf War	Internet *	World Trade Center bombing	Obama - President of USA	Union of World Religions for World Peace	7000 Kitchens will disappear - Food tablets	United States of Caricom	Individual representation world-wide
	Polio Vaccine	Civil Rights Movement	Discovery of AIDS	Grenada Invasion	WTO *	Death of Princess Diana	Katrina	Olympics Beijing	Surf Internet on Airplanes	CSME fully in place	Increase in ocean temp.	Usable technology transfer
	Korean War	Martin L. King Assassination	Berlin Wall comes down	WSSD	Tsunami	Mandela Free	Iraq invasion	Cricket World Cup in Caribbean	I.D. Implants (Chips)	Food shortage	The working week reduced to 25 hours per week	Black president elected in USA
	Elvis				RIO* Declaration		Death of Pope John Paul	World Financial Crisis				Changes in weather
The Fishing Industry	Development of Co-op movement	Fisheries expansion	WECAF	Convention UNCLOS*	Implementation of fisheries institutes	Develop modern fishing facilities	Collapse of Alaskan King Crab	Fishermen becoming millionaires	Common Fisheries Policy Caricom	Common fishing area in Caribbean	Mgmt by organizations	Industry fully integrated
	UNCLOS Grenada	ICCAT	Formation of JICA	Collapse of the cod fishery *	Code of Conduct for Responsible Fisheries (FAO)*		Caribbean fisheries export company	Intro of sci-fish farming and methods	Barbados reaching a fishing agreement with Trinidad	Ecosystem based approach	Aquaculture dominant	Participation at the local level
	Artisanal canoe, sailing fishing		Demand for seafood	Exxon Oil Spill			Formation of CARNUFO		Boats will be powered by renewable energy			Recycling of waste Mindset change Fish stocks up
FFOs in Caricom	Fishing co-ops established Trinidad, Jamaica, Belize	Sport fishing organization Antigua		Formation of commercial fishing organizations	Formation of PFO, NFO *	Establishment of protected fishing areas	Exchange programs between organizations	Harsher penalties for fishing offences	All PFOS functioning and fully involved in their industry	FFOs fully functional (mgmt & \$)	FFOs networking with other FFOs	Respect for the industry
				Failure of many FFOs		Introduction of 'Eat fish Day'	Effective leadership	Larger fishing vessels	BARNUFO - Functioning to full capacity and affecting Govt. policy	FFOs - Power, rights, decision-making		
				Fisherman Day celebration				Small scale Fisheries Conference				

APPENDIX 4, ADDENDUM II: STRATEGIC PLANNING EXERCISE

Table 4.1: The characteristics of a shared vision.

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

Table 4.2: What do we want to see in place in 2015 with respect to FFOs in the Caribbean?

Well Structured Organization	Legal Framework for Co-Management	Sustainable Financing	Effective Network of FFOs	Well Supported Organizations
<ul style="list-style-type: none"> • Members contributing to a working management structure • Changed mindset of fishermen toward business oriented • Strong and well structured • Independent NFO Office • Organizations managing their facilities and resources 	<ul style="list-style-type: none"> • Co-management Gov/FFOs/others of marine resources • FFO involved in policy making and implementation • Represented on committees/boards whose decisions affect their livelihood 	<ul style="list-style-type: none"> • Fishing vessels in the Caribbean • Financial dependence and interdependence • Regional support fund for fisherfolk • Unlimited funding for RFO 	<ul style="list-style-type: none"> • RFO is established and working effectively • Proper communication network in place • Identification of goals and objectives • Effective communication system (website, etc.) • Increased level of communication • FFOs participating with community on key issues 	<ul style="list-style-type: none"> • All fisher folk are registered and belong to an organization • Membership participation at FFOs and RFO meetings • Strong FFOs through greater participation better able to get funding
	M.C.S. Control & Surveillance Monitoring	Integrated Fishery Information System		Safety and Security Systems
	<ul style="list-style-type: none"> • FFO involved in surveillance & enforcement activities • Ability to iron out legal requirements 	<ul style="list-style-type: none"> • FFOs having data/info available for RFOs • Receive, disseminate and store information (database) 		<ul style="list-style-type: none"> • Regional search and rescue system in place • An insurance scheme

Table 4.3: Typical Assisting and Resisting Factors organised into a SWOT Analysis.

ASSISTING FACTORS	RESISTING FACTORS
Strengths	Weaknesses
<ul style="list-style-type: none"> - Broad knowledge base and skills of fisher folk - Better equipped & trained fisher folk - Committed individuals with the desire to make it happen and the will to go forward - Multi-disciplined group - Availability of marine resource - Good, strong leadership - Dissemination of information - Access to electronic communication - Strong advocacy group 	<ul style="list-style-type: none"> - Lack of financial resources - Limited communication - Insufficient information - Lack of trust between the different sectors - Lack of motivation - Lack of vision - Lack of accountability - Lack of continuity - Bad leadership - Resistance to change!!! - Encroachment of foreign fishing - Relatively new organization - Low turnout at meetings - Inadequate equipment for modern day fishing - Giving in to industrial development - Lack of knowledge of CSME - Diverse location of resource persons
Opportunities	Threats
<ul style="list-style-type: none"> - Excellent training programs - Technical and other Support from CRFM, CERMES, etc. - Support from Government - Government's approach to participatory governance - Need for RFO - Access to funding - Education in hygiene standards - RFM in place to support - Focus on wellness - Ability to transform the fishing industry 	<ul style="list-style-type: none"> - Collapse of stocks - Climate change - Fishery mismanagement - Pollution - Lack of adequate funding - Inadequate fisheries policy - Inadequate coastal zone planning & mgmt. - Lack of recognition of importance of fisher folk - High cost of fuel - IUU Fishing - Political interference and influence - Inadequate legislation and enforcement

Table 4.4: Example of a 90-day action plan

Community coastal trail project: Organize small business workshop for residents

90-Day plan: January 1 to March 31

Action step	Who	By when
1. Contact presenters	Sue	Jan. 15
2. Secure venue and caterer	Trish	Jan. 15
3. Send Press Release to newspapers	George	Jan 25
4. Confirm curriculum with presenters	Linda	Feb 10
5. Announce workshop in meeting at Community Centre	Sue	Feb 12
6. Enrollment completed	Sue and Linda	March 15
7. Photocopy handouts, purchase folders, pencils, etc.	George & Sheldon	March 17
8. Print Certificates of Participation	Linda	March 25
9. Hold workshop	George & Linda	March 29
10. Send article and photos to newspapers	Linda	March 30

APPENDIX 4, ADDENDUM III: PROJECT CYCLE MANAGEMENT

As an exercise the group was asked to put forward problems that could be put into a project cycle format. The following were suggested.

1. Not enough unity
2. Low intellectual capacity- low formal education - illiteracy.
3. Getting ice when going out to sea
4. High fuel cost
5. Non crisis meeting attendance
6. Decrease in landings
7. Poor access to information regarding fishing issues at the fisher level
8. Not enough training opportunities
9. Technical advisors
10. Access to fishing input supplies
11. Organization startup and sustainability
12. Loss of landing sites
13. Low benefits

Project cycle management exercise using the problem of illiteracy in fisherfolk.

1. Problem identification

Why is there a problem?	Fishers not equipped to relate to issues/things that are happening. Fishers do not take it upon themselves to rectify the problem.
How serious is the problem?	It is a major problem at a national level.
What are the root causes?	Fishing is seen as an opportunity of last resort. It is connected to poverty, education not taken on. Social status issue. It is the educational system in general (also with health implication).
What has been done to solve the problem?	<u>Belize</u> : Relating it to the literacy level they are at for fishing licenses. <u>St. Lucia</u> : School outreach program for young fishers before they enter the industry. More oral training (<u>Guyana</u> too) <u>St. Vincent</u> : Education revolution at national level but no willingness of fisherfolk to participate. <u>Antigua</u> : National literacy program.
What resources are needed to solve the problem? (financial, human)	Structuring of the material to fit the needs. Need to be designed specifically for fishermen. To be part of the educational policy Specialist skills to be able to understand the fisher language. Materials are needed.

2. Stakeholder Identification

Primary: Fishers, boat/gear owners that fish, vendors, (sellers) is this not the same as vendors? processors, fisher organizations inclusive of the staff, inclusive of the family members.

Secondary: Fisheries Department, Cooperative Department, Ministry of Education (teachers), local government agencies and structures, specialised NGOs, donors, consumers (hotels, restaurants).

Tertiary: Political level support for long term sustainability. Umbrella bodies like cabinet or tourism associations. Interest will depend on the magnitude of the program.

3. *Stating the Goal*

Objective: To raise the level of functional literacy over the next five years to 90% in all 10 fishing communities of St. Lucia.

4. *Action Planning*

This plan began with actions geared toward preparing for implementation of the project.

Action step	Who	By When
1. Outline the action plan	Mitch, Nadine, Deodat	Oct. 31 st
2. Identify and acquire baseline data	Terrence	November 15 th
3. Consultation with primary stakeholders	Elma, Patrick	November 30 th
4. Promote the project with secondary stakeholders	Hardin	November 30 th
5. Mobilize resources (financial, human)	Armando	December 15 th
6. Finalize implementation plan	Laura, Eocen	December 31 st

APPENDIX 4, ADDENDUM IV: LOGFRAME EXERCISE

Table 4.5: Logical Frame Matrix for Fisherfolk Literacy Project

	Description	Intervention Logic	Objectively Verifiable Indicators	Means of Verification	Assumptions
Overall objectives	Improve fisherfolk livelihoods	Poverty alleviation	Improve incomes, health, security.	Change in lifestyle	Policy and legislation in place
Project Purpose	Develop functional literacy for fishers and their families	Equip fisher to better participate in resource management	Participation	Number of fishers at meetings	National unrest (political, natural) Stable and strong FFOs
Outputs	Increase literacy by 90%	Integrate fisherfolk socio-economically	Adherence to regulations, better practices.	Government statistics (national census, health, education)	Relevant statistics available and accurate.
Inputs	Preparation for implementation Design of functional literacy program Implementation Project budget	Detailed project plan including research methodology	Baseline data Project proposal	Progress reports	(Precondition: no delays in donor funding)

APPENDIX 4, ADDENDUM V: ACTIVE LISTENING IN CONCENTRIC CIRCLES

The following questions or phrases were used for this exercise:

- Based on what I have seen and experienced, one thing I appreciate about this group is...
- Someone I highly admire and from whom I have learned much is....
- One thing I appreciate about myself is ...
- One time I managed to do the right thing even though it was difficult for me to do so...
- One fear I have is...
- For our FFOs to work well together we need to ...
- For our regional organization to work it will have to be ...
- One of my most embarrassing experiences was ...

In the debrief participants shared about what was expressed regarding making FFOs work well:

- Strong leadership.
- Sharing of information
- Participation and meeting attendance
- Ability to speak with one voice
- A strong board of directors, whose members can be non-fishers
- Good financing
- Having the responsibility for managing their facilities so they do not have to depend on government
- Ability to engage in business practices
- Ability to engage with productive members and eliminate those involved in bad practices.

Participants summarised what was suggested for making the proposed RFO work:

- Good financing, possibly through a grant
- Support from both fisheries and government
- Sub committees at the regional level
- Process for selection of members identified
- Constituted of members from national fisherfolk organisations
- Members knowledgeable of the industry, with some members from outside the industry
- Good communication throughout the network (RFO, NFO, PFO)
- Members committed to the goal/vision
- Good marketing and organizational strategic plan
- Able to handle the legal aspect – the legislation under which it works well
- Careful to identify key stakeholders and form partnerships for moving forward
- Willing to depart from the concept of co-op. Organisational structure must be inclusive and able to accommodate the mix of NFO organisations
- Understand the networking structure.
- Continuity from the formation that already started when new people continue the process

APPENDIX 4, ADDENDUM VI: APPLICATION OF TRAINING - FISHERFOLK ORGANISATION CHALLENGES

Problem or Challenges from your FFO Situation Analysis	What Type of Project or Plan do you Wish to Develop and Implement to Address Your Challenges?	Name and Place
Inept human resource capacity of members and staff of my PFO	Human resource development. Train members as well as staff in bookkeeping and accounting and their respective roles.	Patrick Augustin, Anse-La-Raye Fishers Cooperative, St. Lucia
Lack of IT skills. Inadequate equipment for modern day fishing	Training in IT technology for NFO and PFO. Transform the fishing industry.	Baylon Fontaine, NAFCOOP, Dominica
Unavailability of human resource. Ineffective executive members (Secretary)	Training for members.	Huron Vidal, St. Peter's Co-op, Dominica
Lack of participation by members	Develop a policy of training in education and improving the life of our members providing all relevant information	Shirley Young, Oistins FFO, Barbados
Lack of commitment to training	Financial management especially in electronic programs like Quick Books or Point of Sale	William Warner, SUG PFO and NFO St. Kitts and Nevis
Accountability – basic accounting skills	Training to use Point of Sale and Quick Books systems	Dexter Chance, Grenada
Hygiene Challenges and accounting skills	To educate fishers as it relates to hygiene and educate members to use Point of Sale and Quick Books	Pravinchandre Deodat, Guyana
Funding to finance and sustain areas of investment	Seek funding from funding agencies	Elma Griffith, BFDC, St. Vincent and the Grenadines
International marketing funding	Seek funding from international donors	Armando Ramirez, Belize
Participation and lack of trust. Need to hand over management of facilities	Develop a business with PFOs and approach regulatory agencies to hand over management of the facilities or hire manager for the site.	Nerissa Lucky, Trinidad and Tobago
Provide training for executive members of the Co-op. Further develop the NFO	Develop further capacity of organisation	Julian De Castro, Antigua and Barbuda

Problem or Challenges from your FFO Situation Analysis	What Type of Project or Plan do you Wish to Develop and Implement to Address Your Challenges?	Name and Place
Provide training; build capacity to institutional strengthening, address financial sustainability. But first find out from members EXACTLY what they need.	Develop business and strategic plan – 5 year term	Nadine Nembhard, Belize
Participation of board and general members, and get funding for important projects	Infrastructure, getting members to meetings and getting board members interested in carrying out their roles e.g. Treasurer	Glaston White, PFO, Jamaica
To improve membership to 60,000 by 2010 and expanding the movement	Source funding for more training programme for greater fisheries management.	Havelan Honeyghan, Jamaica
Not improving and developing fisherfolk status in communities (better living standards) Participation at meetings	Training – developing knowledge in fishing, managing the resources sustainably, Advertise and promote meetings.	William Hobson, St. Kitts and Nevis
To improve membership and help FFOs to understand their roles	Develop a strategic plan to go forward and to get help with funding	Francis (Toby) Calliste, Grenada
Rationale at arriving at cost on lease rental of facilities. For AFCSL? This against the proposal as outlined in the <u>Draft</u> .	Use of previous Draft and lobby for support in rational of cost. The lobby would include other government ministries related to the AFCSL.	Marcus Serrant, Trinidad and Tobago

APPENDIX 4, ADDENDUM VII: ISSUES PRESENTED BY PARTICIPANTS USING OST

Table 4.6: Issues presented by participants using Open Space Technology

ISSUE	CONVENER	COUNTRY
Convert an association into a cooperative to generate fulltime employment	Vernel Nicholls	Barbados
Encourage alternative livelihoods among fisherfolk. Form alliances of fisherfolk to purchase larger boats and work together. Assist fisher to go into fish farming and use government support.	Havelan Honeyghan	Jamaica
Need funds to develop a fish festival. Reorganize the Bagga Fish Festival in the new area. The question is how to pull together and sustain the community event over time.	Elma Griffith	St. Vincent and the Grenadines
Get members more involved, attending meetings and participating more. Find out how to replace the leadership.	Glaston White	Jamaica
Revamp the membership of the organization. Find ways to attract members who come forward only in a crisis. Launch an educational program.	Shirley Young	Barbados
Get fishers involved in their development. Encourage fisher folk to run and manage their own groups.	Eocen Victory	St. Vincent and the Grenadines
Upgrade standards in Guyana. Improve sanitation standards to attract the European market.	Pravinchandre Deodat	Guyana
Physical plan for cooperative. Move the compound to a higher standard in relation to quality assurance	Marcus Serrant	Trinidad and Tobago
Fisher Folk organization board of directors not comprised of fishers except for one. There is mistrust and conflict in the group. Miscommunication and other influences are causing disunity.	Winston Hobson (Atta)	St. Kitts and Nevis
Association has problem with transparency in business matters. Conflict exists.	Dexter Chance	Grenada
Fishers not fishing in correct zones or getting permission to use FADs. Put 20 fads in Dominican waters. Seek funding to do this. Issue is co-management with a regulatory aspect.	Baylon Fontaine	Dominica
Get members to bring their fish to one cooperative which would then market the fish. Develop a system for this.	Huron Vidal	Dominica

APPENDIX 4, ADDENDUM VIII: FISHERFOLK PROJECTS

Glaston White, Jamaica: Board needs succession process to ensure continuity. Leader has been serving too long. Leaders are difficult to get because of the threats from gangs and pirates. Self gain is the basis for members who want to join. Good record keeping is very important.

Eocen Victory, St. Vincent & the Grenadines: To increase by 10% the number of fisherfolk activities and participation by 2010. Identify roles and responsibilities in the organization. Having a good organization is part of the process to get more participation. This is assuming that strong organizations will increase participation. Also with literacy programs there is a need to include a follow up. Providing solutions to other problems can contribute to the participation in the membership. There are resources available in the country.

Julian DeCastro and Mitchell Lay, Antigua & Barbuda: To increase by 15% the number of fisherfolk actively participating in their organization. Fund through GEF. Fisherfolk involved from the NFO and PFOs. Assess needs of fisherfolk in planning the approach.

Francis Calliste and Dexter Chance, Grenada: Currently there is no NFO in place and the national organization in place has no AGM so there is no transparency. Consider forming a new organization.

Vernel Nicholls, Barbados: Establishing a co-op for CUB

Shirley Young, Barbados: To increase the number of fisherfolk actively participating in my organization (Oistins FFO) by 15%. Media to be used to promote and activate communication. Establish a phone tree. This would involve all members calling six members before the next meeting. Social plan of events. Plan for incentives to set up an emergency account for families in distress or hardship.

Nadine Nembhard, Belize: Increase earnings for fisherfolk. Access EU market for lobster tail. Currently in the region lobsters are not branded as to where they are coming from i.e., Nicaraguan exporters are marketing Jamaican lobster. Undersized lobsters are being sold and exported to other countries that do not have size regulations.

Armando Ramirez, Belize: To create full time employment and improve the income by 90% for 60 fishers in Rio Grande Fisherfolk co-op by 2011.

Winston (Atta) Hobson, St. Kitts & Nevis: Increase by 20% the number of fishers actively participating in our organization by 2009.

Marcus Serrant, Trinidad & Tobago: Design and operate a port fishing complex by the members in 2016 under a fair lease agreement.

APPENDIX 4, ADDENDUM IX: PROJECTS for DOMINICA, GUYANA AND ST. VINCENT AND THE GRENADINES

1. Co-Management of Fish Aggregating Devices (FADs) in Dominica

Topic of Concern: Co-Management of Fish Aggregating Devices (FADs) in Dominica. Objective: to deploy 20 FADs in 10 fishing communities by the year 2010. By the year 2009 at least 60 fishermen will have hands-on training in FAD construction techniques. The experiential objective is for fisherfolk to gain a sense of self worth through collaboration between participants/stakeholders. Stakeholder analysis: Primary stakeholders would be Government for provision of funding; Fisheries Department for provision of materials, technical assistance and Regulations; NAFCOOP for construction, deployment of FADS, management and training. Secondary stakeholders include affiliates, fishers, consumers, DASPA, hotels and restaurants, wholesalers and suppliers. The timeframe is October 2008 to December 2010. The Focus question is 'How can we co-manage FADs in Dominica. Important elements include good networking and communication, defining of roles and respectabilities of stakeholders, action planning, adequate funding, sustainability of FAD fund, training, collection of data, evaluation and monitoring. Outputs include quarterly or annual reports.

Action planning: activities include monitoring by Fisheries Department, NAFCOOP and fishers; maintenance by NAFCOOP, fishers and PFOs; surveillance by Coast Guard and Fisheries Department; Education by Fisheries Department resource persons and NAFCOOP.

Action Plan for Implementation of FADs

Oct - Dec 2008	Jan - March 2009	April - May 2009	May – June 2009	June – Aug 2009	Aug – Dec 2009
Discussion with Fisheries Officer	ID suppliers and obtain pro-forma invoices	Construction of FADS (including training)	Deploy FADs and monitor	Soak time – period for FADs to work	Fishing Begins
Prepare and submit proposal	Purchase materials and distribute to affiliates			Monitor (no fishing on FADs)	
MOU signed	ID resource persons & trainers				

Budget

EC\$ Dollars

Estimate per FAD – construction to deployment (raw materials)	5000.00
Subsistence for resource two persons at \$80 per day	160.00
Deployment (fuel – 45 gallons diesel)	700.00
Monitoring (fuel – 45 gallon diesel)	700.00
Subsistence trainees (six persons at \$50 per day)	300.00
Stationary	300.00
Total per FAD	\$7160.00
Total for 20 FADS	\$143,200.00

Merging a New Landing Site from Portsmouth into the Existing St. Peters Cooperative, Dominica

Problem Identification: Fishermen from the St. Peters fishing communities are selling their catch in Portsmouth directly to consumers. The root of the problem is that there is a bigger market of consumers, better prices are being offered and juvenile fish are being sold. The goal is to improve unity among cooperative members. The time frame of the project is two years because the JICA landing site is scheduled to be finished in 2010.

Objectives:

- To increase the financial capacity of the cooperative
- All members sell fish to the St. Peters / Portsmouth merged cooperative
- Increased membership

Primary Stakeholders	Secondary Stakeholders
<ul style="list-style-type: none">- St. Peters cooperative - members- NAFCOOP- Fishermen from Portsmouth- Town council of Portsmouth	<ul style="list-style-type: none">- Fisheries department- Cooperatives division- JICA- Consumers- Portsmouth market vendors

One Year Action Plan

QUARTER 1 Jan. Feb. March	QUARTER 2 Apr. May. Jun.	QUARTER 3 Jul. Aug. Sept.	QUARTER 4 Oct. Nov. December.
Meeting with St. Peters and NAFCOOP Written confirmation from JICA through NAFCOOP for St. Peters to manage new facility. Permission from cooperatives and fisheries division to get Portsmouth to merge with St. Peters Co-op.	Sensitive Portsmouth fishermen by NAFCOOP on benefits of the cooperative. Advertise for JICA project through the media. Membership drive.	Change the name. Review by-laws. Develop a 5 year strategic plan for the merged cooperative. Membership drive.	Recruit staff for new facility. Arrange training in processing. Review meeting with St. Peters and NAFCOOP for second year action plan.

Budget:

- Two NAFCOOP meetings: 400 E.C.
- Membership drive: fuel costs 500 E.C.

Actions	By who	By when
Contact members of both St. Peters and NAFOOP	St. Peters Secretary	10 January
Choose a meeting venue and prepare refreshment	St. Peters Secretary	10 January
Prepare and send invitations and meeting agenda	St. Peters Secretary	15 January

Contact fisheries division on how to contact JICA	St. Peters Treasurer	10 February
Meeting with St. Peters and NAFOOP	ALL	15 February
NAFCOOP / fisheries division to write to JICA on behalf of St. Peters fishery cooperative for confirmation of management of new facility	NAFCOOP Secretary	28 February
Write letter to fisheries / cooperative division to get Portsmouth to merge with St. Peters co-op.	NAFCOOP Secretary	25 March
Follow up on letter received with calls and presence.	NAFCOOP board member	30 March
Action plan for next 2 nd quarter	NAFCOOP board member and St. Peters secretary	30 March

Logical Frame Analysis

	Description	Indicators	Means of Verification	Assumptions
Overall objective	To increase the financial capacity of the cooperative	More money	Bank statements Financial Statements	
Project purpose	All members sell fish to the St. Peters fishery cooperative	Increased sales Increase in staff (processors/cleaners)	Receipts	Consumers aware of the cooperative, willing to change buying habits JICA builds new facilities
Results	Increased membership	New faces	Records	Fishers buy-in to the cooperative idea
Activities	Membership drive	Sensitize Portsmouth fishermen on the advantages of being a members of a co-op	Meetings, Minutes of meetings, advertisement through the media	Fishers buy-in to the cooperative idea

2. Quality Assurance Project – Guyana

This project aims to improve the living of fisherfolk in Number 66 Fish Port Complex in Guyana by improving the quality assurance and safety systems to enable the cooperative to market fish products locally, regionally and internationally within three years. Stakeholders include the fisherfolk, Fisheries Department, Ministry of Health, NDCs and business organisations.

Action Plan

- Consult with local competent authority for EU standards. Arrange meeting with Ministry of Agriculture (Fisheries Department) and Ministry of Health to facilitate a visit of the EU Health Department representative (3 months)
- Hold meeting with stakeholders to inform and elect a committee to manage/oversee the project (3 months)
- Visit by EU representative to examine the complex at No. 66 and give clear instructions about what must be done to raise level to EU standards (6 months)
- Training of fisherfolk as to HACCP. This would involve Ministry of Health and Fisheries Department. (3 months)
- Meeting of Committee of Management to set out a clear guideline of the project (3 months.)
- Infrastructure upgrade starts and is completed under supervision of Committee of Management (1 year & 3 months).
- Revisit of EU representative on completion of the project (3 months).

Outputs

- HACCP system in place
- Infrastructure upgraded to required standard
- Fishers trained in quality control procedures
- New markets achieved

Budget

US \$100,000 = Guy \$200,000,000

LOGICAL FRAMEWORK ANALYSIS

	INTERVENTIO N LOGIC	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
OVERALL OBJECTIVES	Improve the quality of living for fisher folk in Number 66 Fish Port Complex, Guyana	Financial status of fisher organization improved by 15% Health improved Nutrition improved	Census Reports Nutrition Reports Financial statements Country health reports	Financial hardship exists therefore fisher folk are looking for ways to improve their living standards Fishers will supply local nutritional needs
PROJECT PURPOSE	Improve quality assurance and safety systems at the #66 Complex to enable the cooperative to better market fish and fish products locally, regionally and internationally	Increased customers locally, regionally and internationally Better quality product	HACCP and EU Certification Sales and export records	Increased markets will yield higher prices

OUTPUTS/ RESULTS	HAACP System in place Infrastructure upgraded to the required standards Fishers trained in quality control procedures New markets achieved	Quality of product improved System in place and running smoothly 10% less spoilage 15% increase in product Workers using HAACP system with improved equipment	Inspections Quality control records Sales and export records	Fisher folk are interested in adopting new approaches and willing to forgo immediate results in favor of long term gains
INPUTS	HAACP Analysis HAACP work plan Renovation of infrastructure Training workshops in fish handling, transporting, quality control standards, etc.	Infrastructure renovated Certification obtained	Inspection Completion Report	Consultation with fisher folks

3. Sustainable Financing for Bagga Fish Festival Operators in St. Vincent & the Grenadines

The Bagga Fish Fest was introduced in December 2006 as a means of bringing income to the Cooperative. A main objective is to promote a spirit of teamwork, support and partnership within the community. It is held on the first Friday of every month.

Objective: to obtain sponsorship to ensure the sustainability of the Bagga Fish Fest by 2010.

Action Plan

For first two months, done by Fish Fest Committee:

- Review the present operation and structure of the festival
- Identify the sources of revenue
- Identify the annual cost of running the festival
- Determine the deficit

Outputs: Sources of revenue identified, annual cost of running festival determined, and deficit identified.

For next year and 10 months, done by Fish Fest Committee:

- Identify possible sources of funding
- Develop a strategy for promoting and marketing the festival and making the community and vendors plus the wider public aware of the benefits (review and implement fee structure)
- Seek sponsorship from private sector and Ministry of Tourism and Culture to fund festival and implement the promotional strategy

Outputs: The Ministry of Tourism and other private funding agencies providing resources to sustain the operations at Bagga Festival. Bagga Fish Fest will be a household name and included on the country's national calendar of activities / events.

APPENDIX 5: COURSE MATERIALS (HANDOUTS AND POWER POINT PRESENTATIONS)

APPENDIX 5, ADDENDUM I: PROJECT CYCLE MANAGEMENT HANDOUT

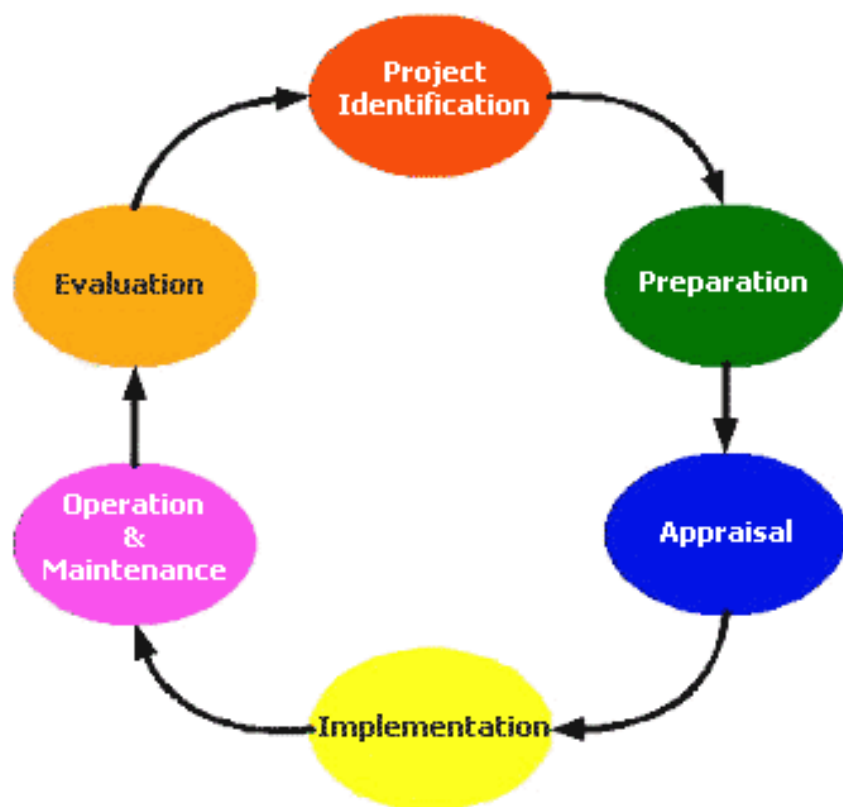
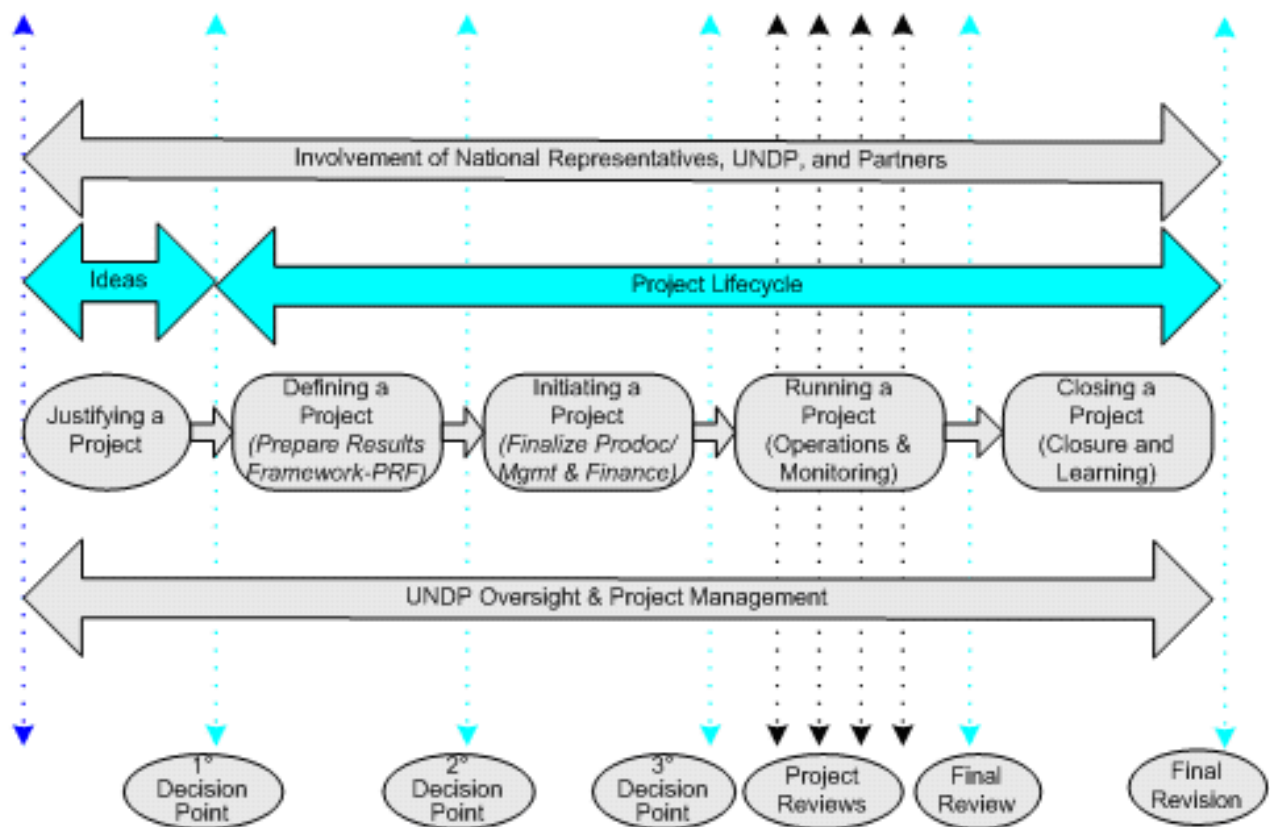


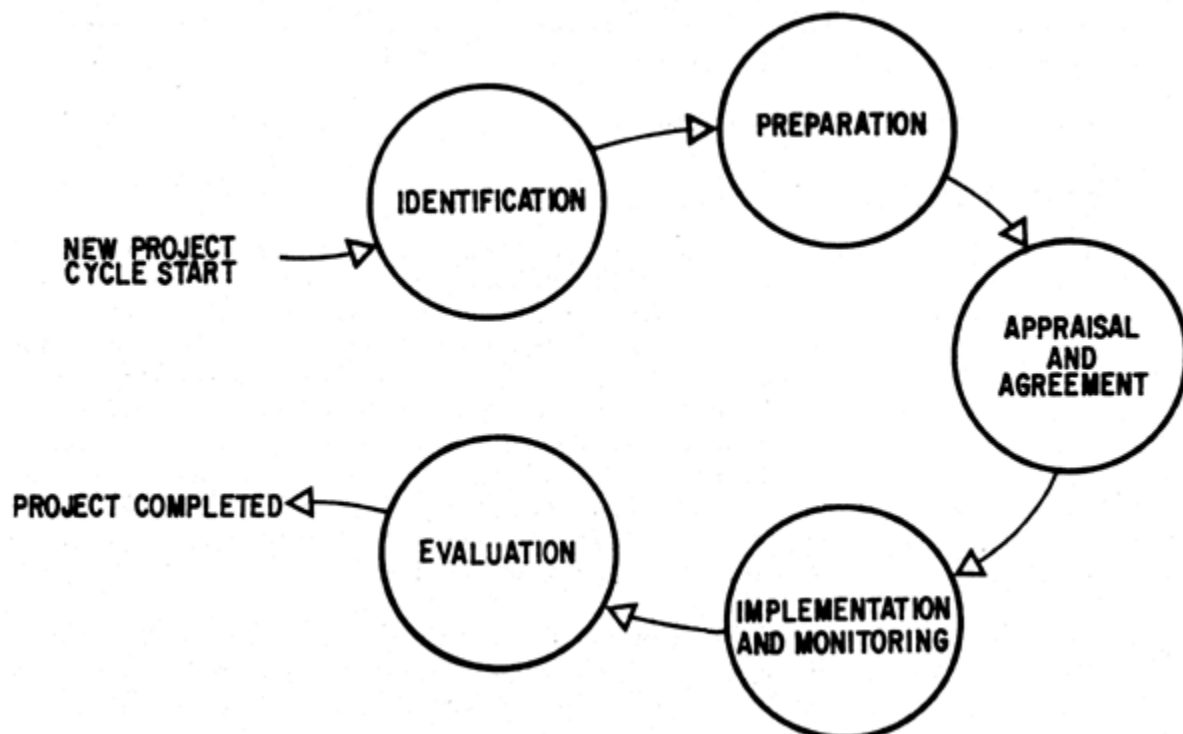
Figure 1 represents a diagram of typical steps in the project cycle.
(Source www.training.gpa.unep.org/content.html?id=107)

Stages	Who is involved (participants)	What happens (process)	Which decisions (products)
IDENTIFICATION			
PREPARATION			
APPRAISAL			
IMPLEMENTATION			
(OPERATION)			
EVALUATION			

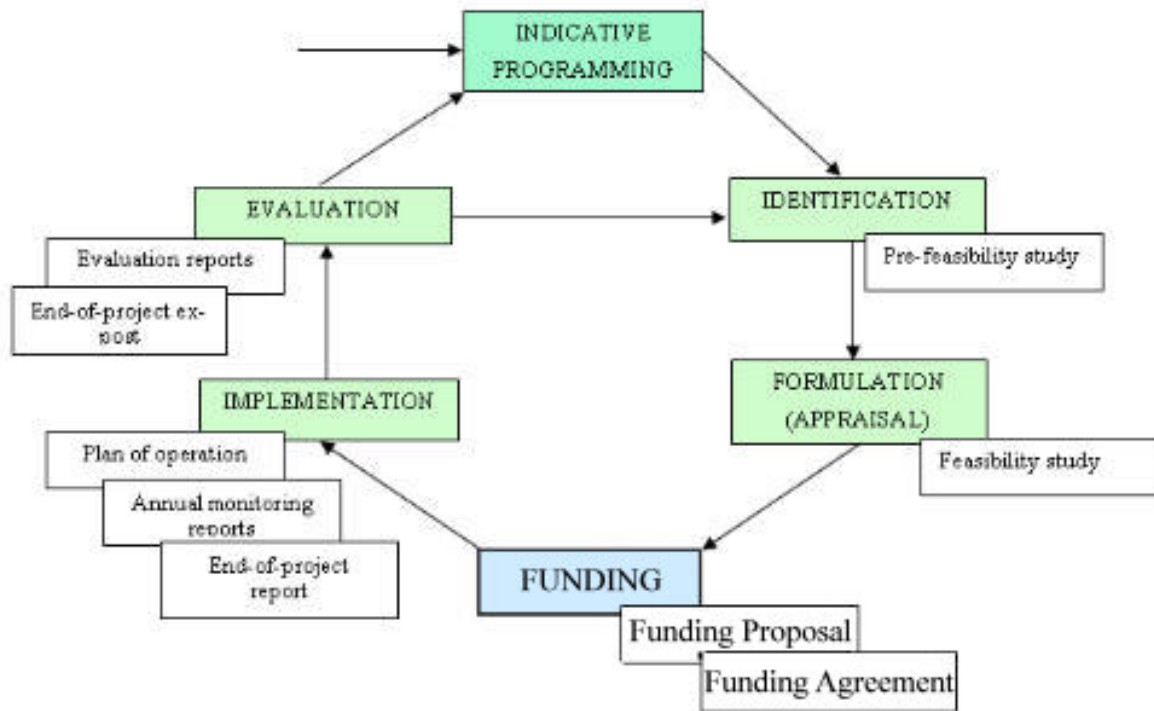


The UNDP Project Cycle

Source: content.undp.org/go/userguide/results/gestion



Source: www.fao.org/DOCREP/003/T0403E/T0403E01.htm

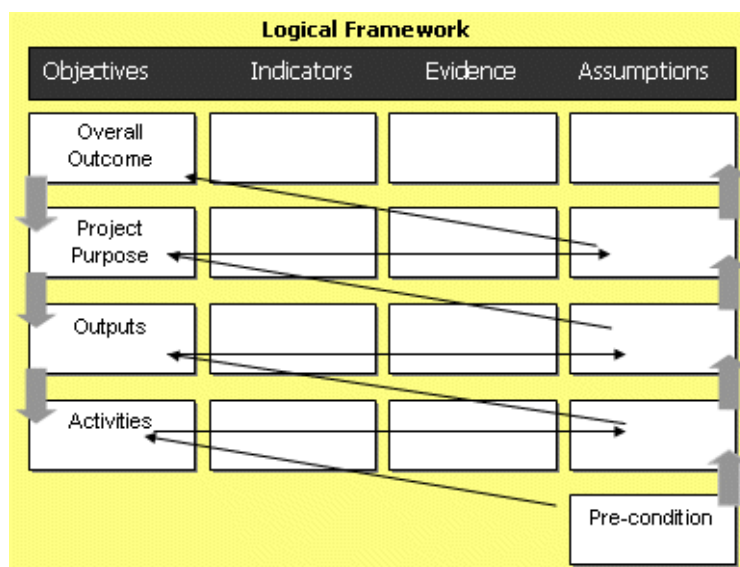


Source: www.fao.org/forestry/site/7866/en/page.jsp

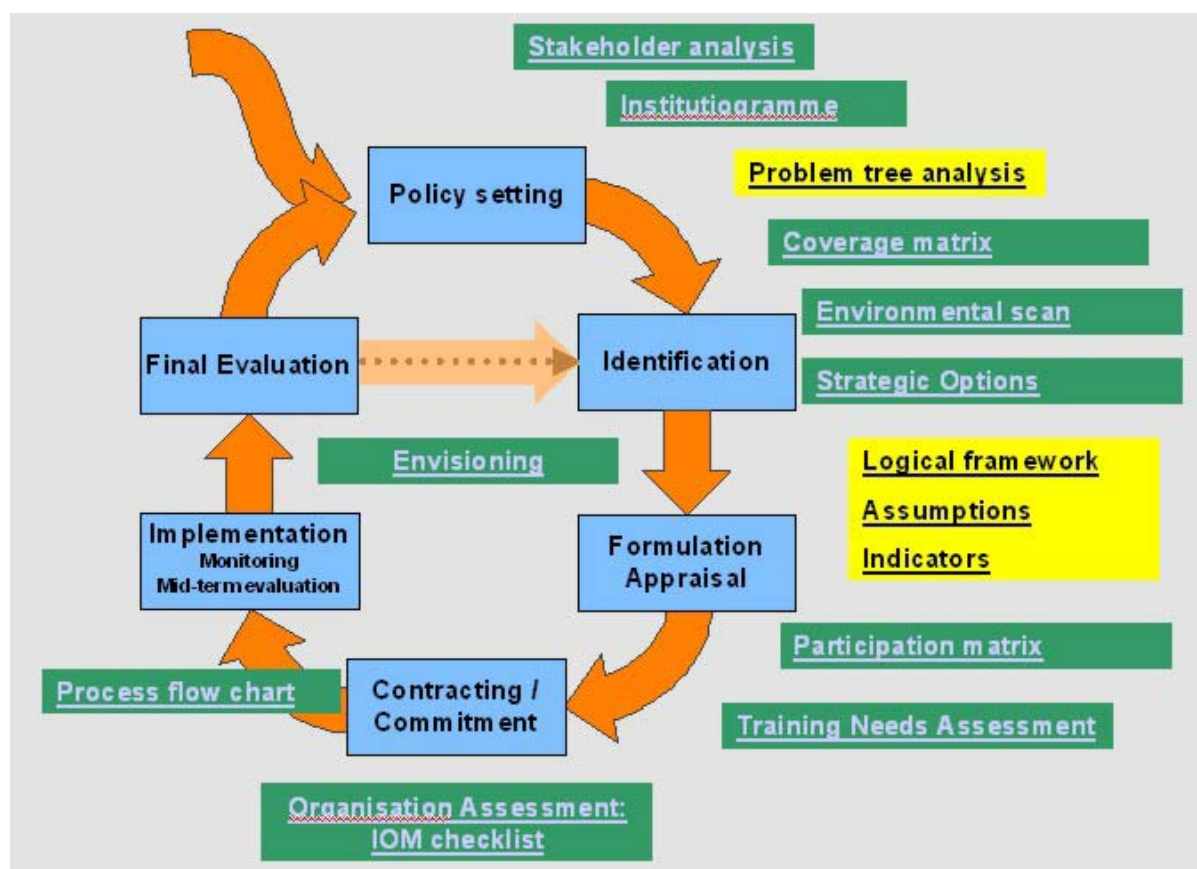


Source: www.method123.com/project-lifecycle.php

APPENDIX 5, ADDENDUM II: LOGFRAME ANALYSIS HANDOUT



Source: www.local livelihoods.com/PMGeneralInfo.htm



Fitting the logframe into the project cycle

Other tools

Stakeholder analysis	Who should I involve in formulation: Who is supportive or obstructive to this initiative?
Institutiogramme	How are all stakeholders relating to each other?
Problem tree analysis	How are all problems (of the target group) interlinked?
Coverage matrix	Who does what (in the whole sector of the stakeholders)?
Environmental scan	What happens around us?
Strategic options	What could be done in response to the situation?
Envisioning	How do we come to innovative solutions?
Logical Framework	How do we make a systematic, comprehensive plan?
Assumptions	What are risks?
Indicators	How do we know whether we are exactly on track in getting where we exactly want to be at the end?
Participation matrix	Who will do what (in the project)?
Training Needs Assessment	Who should learn what to implement this project?
Organization assessment	Can this organization implement this project?
Process flowchart	How does and should this work?

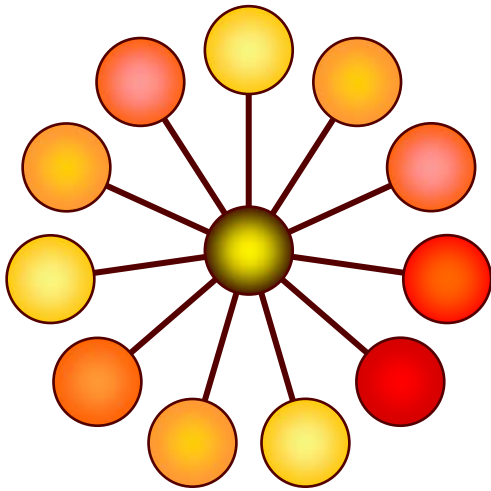
Adapted from www.toolkitsportdevelopment.org/

APPENDIX 5: ADDENDUM III: NETWORK DEVELOPMENT AND MAINTENANCE HANDOUT

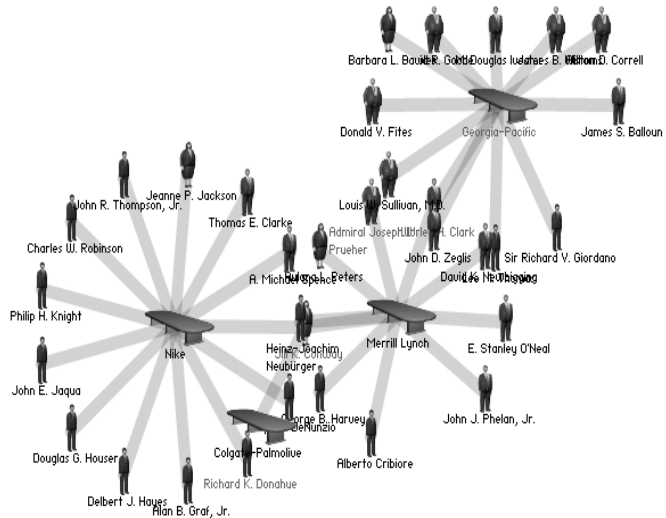
This session is on developing and maintaining networks from the perspectives of fisher folk leaders and their organizations. First, we are going to make sure we understand what we mean by networks and what they are using everyday examples. We will see that there are many different types of networks and many ways of describing them.

What are general examples of networks?

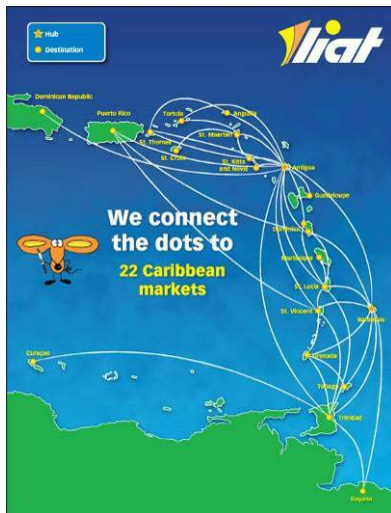
Networks are everywhere. We talk about them all of the time ... network of friends, road network, telephone network, etc. See network maps below. What they have in common are people and places joined together by relationships. *What are some other networks?*



One person (ego) with friends and acquaintances who are not related



Four organization boards with overlapping memberships on their boards of directors



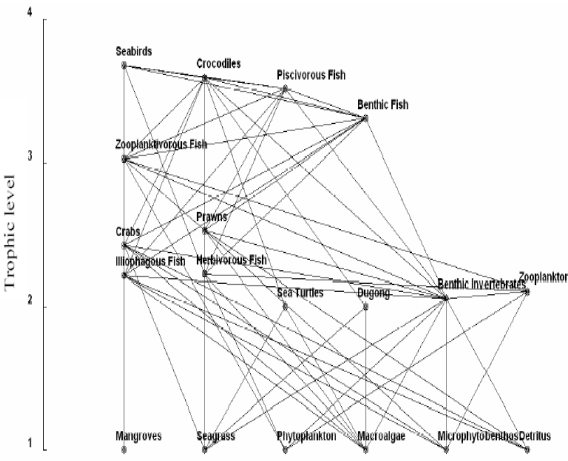
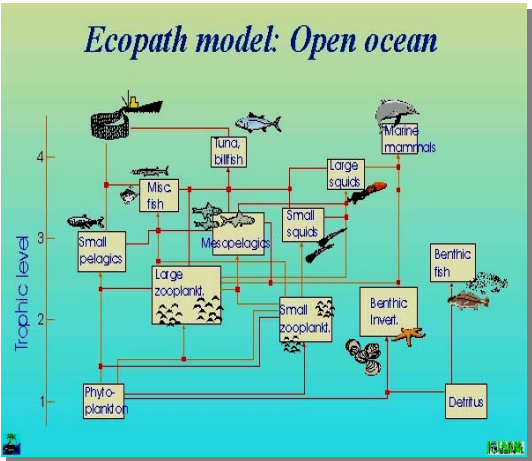
Regional network of LIAT routes, hubs



International network of terrorist cells

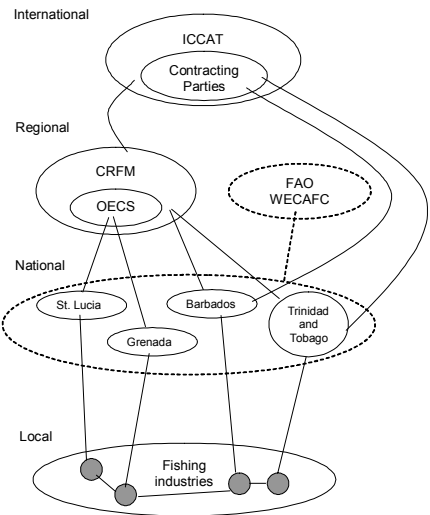
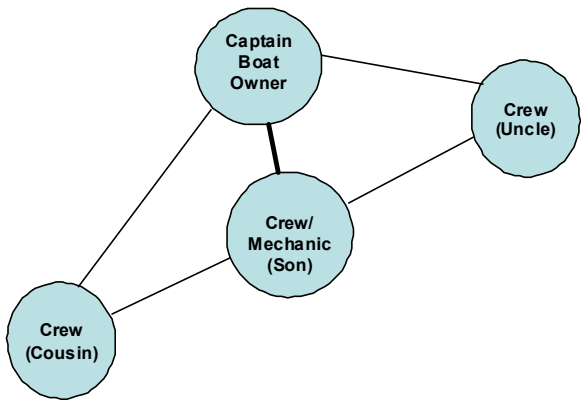
What are fisheries examples of networks?

Fisheries-related networks are also of many different types, sizes and functions. They range from the individual to international level on the human side. In addition one can include the ecological networks of marine resources. Here are a few examples.



Marine food web (network), with fishers as top predators, showing what eats what

Trophic web also showing connections among levels of what eats what at sea



Family and functional ties on a fishing boat where people are related and work together

International to local tuna management showing various levels of organizations

What types of fisheries networks are you and your organization part of?

Organization and internet address (URL)	Organization and internet address (URL)
Caribbean Regional Fisheries Mechanism (CRFM) http://www.caricom-fisheries.com/	OECS Environment and Sustainable Development Unit (ESDU) http://www.oecs.org/esdu/
Western Central Atlantic Fishery Commission (WECAFC) http://www.fao.org/fishery/rfb/wecafc	Centre for Resource Management and Environmental Studies (CERMES) http://cermes.cavehill.uwi.edu/
FAO Fisheries and Aquaculture Department http://www.fao.org/fishery	Gulf and Caribbean Fisheries Institute (GCFI) http://www.gcfi.org/
Caribbean Natural Resources Institute (CANARI) http://www.canari.org	Maritime Fishermen's Union http://www.mfu-upm.com/english/index.cfm
National Federation of Fishermen's Organizations http://www.nffo.org.uk/	Westport Fishermen's Association http://www.westportriver.org/
Scottish Fishermen's Organization http://www.scottishfishermen.co.uk/	Scottish Fishermen's Federation http://www.sff.co.uk/
Belize Fishermen Cooperative Association Ltd http://www.bfca.bz/	Connecticut Fly Fisherman's Association, Inc. http://www.ctflyfish.org/index.php
Acadian Fishermen's Co-op Association Ltd. http://www.acadianfishcoop.com/	Pacific Coast Federation of Fishermen's Associations http://www.pcffa.org/
International Co-operative Fisheries Organization http://www.ica.coop/icfo/index.html	Maryland Saltwater Sportfishermen's Association http://www.mssa.net/
Cape Cod Commercial Hook Fishermen's Association http://www.ccchfa.org/pages/2/	Guysborough County Inshore Fishermen's Association http://www.gcifa.ns.ca/
International Collective in Support of Fishworkers http://www.icsf.net/icsf2006/jspFiles/icsfMain/	Canadian Council of Professional Fish Harvesters http://www.ccpfh-ccpp.org/
Gloucester Fishermen's Wives Association http://www.gfwa.org/	Killybegs Fishermen's Organization http://www.kfo.ie/

APPENDIX 5, ADDENDUM IV: COMMUNICATION AND ADVOCACY POWERPOINT SLIDES

<div data-bbox="657 247 738 310"> </div> <h1 data-bbox="305 331 652 394">COMMUNICATION AND ADVOCACY</h1> <p data-bbox="474 464 717 552"> TRAINING WORKSHOP FOR FISHER FOLK LEADERS 22 September – 03 October 2008 Palm Haven Hotel, Rodney Bay, St. Lucia </p> <p data-bbox="396 674 456 686">25/09/2008</p>	<div data-bbox="1356 258 1437 321"> </div> <h2 data-bbox="911 321 1195 352">What is Advocacy?</h2> <ul data-bbox="911 407 1409 630" style="list-style-type: none"> • Advocacy is <u>the promotion of a specific message or a course of action</u> in order to influence or contribute to the development and implementation of public policies, which will alleviate the causes, and consequences of poverty. -- Oxfam GB • Advocacy is a means of empowering people by supporting them to <u>assert their views and claim their entitlements</u> and where necessary <u>representing and negotiating</u> on their behalf. -- Asian Disaster Preparedness Centre
	<div data-bbox="1339 783 1421 846"> </div> <p data-bbox="911 930 1377 1066"> You will see from the words highlighted – “promotion”, “message”, “assert”, “claim”, “representing and negotiating” – that the ability to communicate EFFECTIVELY and STRATEGICALLY is critical in Advocacy </p>
<div data-bbox="657 1304 738 1367"> </div> <h2 data-bbox="212 1377 586 1409">Effective Communication</h2> <ul data-bbox="212 1455 703 1623" style="list-style-type: none"> • You, as the transmitter or sender of the message, know that you have achieved effective communication when you have: prompted a response; aroused an emotion; triggered action; or taught someone new facts 	<div data-bbox="1356 1304 1437 1367"> </div> <ul data-bbox="911 1455 1401 1696" style="list-style-type: none"> • As Advocates for CHANGE, you are most likely attempting to influence public policy. • Your aim is to use your power change the current mind-set of key decision makers. • To do that, you need to be able to influence people, which is means you need to be able to <u>effectively communicate</u> with influential actors.

INFLUENCE MAP



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**.

- BUT, it is more than a marriage of Good Timing + Effective Communication
- It is part of a longer-term process
- It builds stakeholder capacity
- Creates avenues for ownership and participation

Exercise 1

- Look at the forestry “Call to Action”
- Had you heard about this before?
- What is the issue?
- What is their message?
- Did the group choose the right place and time to distribute it?
- Did they choose the right medium?
- How successful would you say this was?

Communication Strategizing

- How do we make sure we get the right message, media, audience, timing and effect?
- Planning is Everything!
- When formulating a communication strategy you need to follow a careful plan to increase your chances of creating a successful communications campaign

8 steps in campaign planning

1. Identify the issue at the centre
2. Know your audience
3. Set objectives or list aims of the campaign
4. Create strategy for the methods you will use to communicate
5. Design the messages to suit the media and the intended audience
6. Know exactly what is being done and by whom, what is next and who is responsible
7. Develop evaluation to answer the question: Has your communication plan worked?
8. Know how you will keep the campaign going until you have achieved all your aims.

<h3>Key areas of Focus</h3> <ul style="list-style-type: none"> • Goal (the end that you want to achieve/reach) • Objectives (the steps taken to get there) • Evaluation (assessing your success) 	<h3>Communication Goals and Objectives</h3> <ul style="list-style-type: none"> • Draw from the Issue at the heart of your campaign • What change do you want achieved? • Are the goal and objectives realistic and appropriate to achieve that end?
<h3>Test 1 – Necessary and Sufficient</h3> <ul style="list-style-type: none"> • Is each objective should be necessary to achieving the goal? • Are objectives should be sufficient to achieve the goal? • What is missing that is necessary for the objectives to be sufficient? 	<h3>Test 2 – SMART</h3> <ul style="list-style-type: none"> • S-pecific (exactly what is to be done or achieved) • M-easurable (who/where/how/when – by how many/what degree/what percentage?) • A-chievable (executable within the time frame) • R-ealistic (can it actually be done?) • T-ime bound (met by a specific deadline)
<h3>Example - Goal</h3> <ul style="list-style-type: none"> • By the end of 2010 to have 70% of the people in the Caribbean region know about the CRFM and the regional fisherfolk organisation network 	<h3>Example - Objectives</h3> <ul style="list-style-type: none"> • By the end of year one to have 70% of people in the region be able to identify what the acronym CRFM stands for • By the end of year two to have 70% of people understand CRFM's role within the regional fisheries sector • By the end of year one to have 50% of all registered fishers know the CRFM regional network project • By the end of year two to have 80% of fishers networked • By the end of year two to have 80% of the public be able to identify their NFO • By the end of year two to have 70% of the public be able to identify the co-ordinating unit and the regional network

Evaluation

- Three basic types of indicators can be used:
 1. Output Indicators (i.e. the number of things produced or people reached)
 2. Outcome Indicators (i.e. the impact on the target audiences)
 3. Process indicators (measures the efficient implementation and management of strategy)

Examples of Output Indicators

- Number of websites established
- Number of people trained
- Number of Press releases prepared
- Number of Press events held
- Amount of media coverage generated
- Number of booklets printed
- Number of videos produced
- Number of meetings/seminars/workshops held

Examples of Outcome Indicators

- Changes in behaviour and practices
- Changes in behaviour intent
- Changes in knowledge (facts, figures, info)
- Changes in beliefs and attitudes
- Responses to elements of strategy
- Levels of awareness of key messages
- Satisfaction levels

Examples of Process Indicators

- Number of Press releases
- Number of public service announcements
- Level and quality of participation at activities
- Number and types of those who dropped out
- Number of new participants
- Increased participation in decision-making
- Strategy implemented on time and within budget
- Impression of strategy success compared against budget

Exercise 2 – Good Luck!

- Divide yourself into groups of 5 or 7.
- Identify an issue or an activity to make the subject of a communications campaign
- State the goal in a SMART way
- Develop and list three objectives or aims for your campaign that are necessary and sufficient to help you achieve your goal
- Identify the indicators you will use to evaluate the effectiveness of your campaign or answer the question: Has your communication plan worked?
- Identify the main partners you will work with to help you achieve these objectives.

Remember...

- THE NINE LAWS OF SUCCESSFUL ADVOCACY COMMUNICATIONS – Fenton Communications
 - Have clear goals
 - Identify your target audiences
 - Create concise messages that resonate
 - Make good planning
 - Tell people what to do
 - Make a case for why action is needed now
 - Match strategies and tactics with audience
 - Budget for success
 - Rely on experts when needed

APPENDIX 5, ADDENDUM V: LEADERSHIP POWERPOINT SLIDES

Leadership Definitions

Leadership Definitions

My definition of a leader . . . is a man who can persuade people to do what they don't want to do, or do what they're too lazy to do, and like it.

Harry S. Truman, 1984-1972, 33rd President of the United States

Leadership takes place when one person gets others to work toward some predetermined objectives

Massie

Leadership is the ability of a superior to influence the behavior of a subordinate, or group, and persuade them to follow a particular course of action

Chester Bernard

Leadership is the art of influencing and directing people in such a way that will win their obedience, confidence, respect and loyal cooperation in achieving common objectives

U. S. Air Force

The first job of a leader is to define a vision for the organization, then to translate that vision into reality

Warren Bennis

The ultimate test of practical leadership is the realization of intended, real change that meets people's enduring needs

James MacGregor Burns

If your actions inspire others to dream more, learn more, do more and become more, you are a leader

John Adams, 2nd US president

*Managers have subordinates
Leaders have followers*

Murray Johanssen

A manager takes people where they want to go. A great leader takes people where they don't necessarily want to go but ought to"

Rosalyn Carter

Some Myths about Leadership

True or False?

- ✓ Leadership is a rare skill
- ✓ Leaders are born not made
- ✓ Leaders are charismatic
- ✓ Leadership exists only at the top of the organisation
- ✓ Active leadership is always necessary

Leadership Roles



Leadership Roles

- Communicator
- Team Builder
- Group Facilitator
- Change Maker
- Educator

Communicator

- Assertive style in asking for what you want
- Able to give and receive feedback
- A good listener

Be a Team Builder



Providing Stability

- Encouraging
- Expressing group feelings
- Harmonizing
- Compromising
- Gate-Keeping
- Respecting Individuals
- Setting Standards

Getting the Job Done

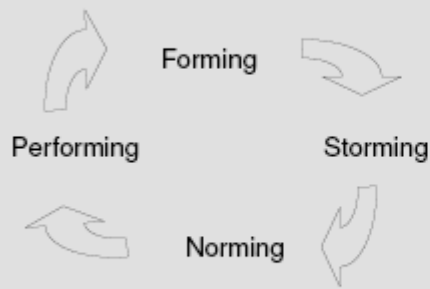
- Starting things (initiating)
- Asking for opinions and information
- Giving your opinion and information
- Clearing up confusions
- Summarizing
- Testing for agreement

Group Facilitator



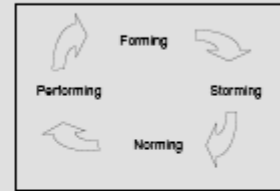
A Facilitator: Helps others complete their work and improve the way they work together.

Understanding How Groups Develop



The "Orming" Model

- **FORMING** - getting acquainted
- **STORMING** - conflict surfaces
- **NORMING** - begin to cooperate
- **PERFORMING** - work well together



Some points to note are:

- There is no such thing as a leaderless group
- Conflict can be positive for the group
- The smaller the group, the faster it will move through the stages
- All groups go through these stages.

Signs of Unity

- Members show of high degree of cohesion
- Members defend the group from internal and external threats
- People attend meetings voluntarily and participate freely
- Members feel enough trust to share their concerns easily
- Able to listen to other views

Working in the Fourth Stage "Performing"

- Members committed to the work to be done
- Meetings are orderly and friendly
- Members avoid pushing their jobs on others
- Enthusiasm attracts new members

How to advance group development

- Be a participant-observer
- Give lots of air time to others
- Use small working groups
- Talk about yourself and your ideas too
- See conflict as natural
- Give power to the group
- Trying to understand other people

Be a Participant/Observer



- To participate and observe others at the same time
- We do it all the time

Give lots of air time in the beginning



- Some questions to encourage discussion:
 - What do we have to gain from doing this project?
 - What's the worst thing that could happen if we take on this project?
 - What can we do to keep the worst from happening?

Encourage Small Working Groups

- Groups of 4-6 members work better than large ones
- Encourage committees to be small



Talk about yourself and your ideas too



- Be honest and help others to be
 - I'm not sure ...
 - I think this project will make a big difference to our success

Give Power to the Group

- Encourage a sense of power and control in group members
- Do they feel capable of solving their own problems?
- Where do they see their power?

See Conflict as Natural

- Conflict can be positive when it:
 - Brings important issues into the open
 - Brings solutions to problems
 - Lets out pent-up emotions or anxiety
 - Builds confidence that members can resolve conflict together

Conflict can be negative when it ..

- Takes the focus off more important activities or issues
- Destroys the groups' good feelings
- Makes people feel bad about themselves
- Produces inappropriate or rude behaviour

Understanding people' feelings

- Don't say ...
 - *You shouldn't feel that way*
- Instead say
 - *I understand. How can we improve the situation?*

Be a Change Maker

- Change will be smoother if you ...
 - Understand the objectives of the change
 - Believe the change is positive
 - Can determine the impact of the change
 - Try to predict how people will react
 - Try to predict who will support it

Be an Educator

- Provide relevant information to group members
 - Minutes from meetings
 - Conference or workshop notes
 - New Government policies
 - Newspaper articles
- Help members learn new roles
 - Secretary, Treasurer, etc.

APPENDIX 5, ADDENDUM VI: BUSINESS PLANNING HANDOUT

TRAINING WORKSHOP FOR FISHER FOLK

Business planning organizational and financial management

SUPERVISION OF FISHERMEN'S ASSOCIATION

Audit

The Registrar under the Act is given the responsibility of ensuring that the accounts of all Fisher Folk Organisations are audited regularly. He/she will carry out their responsibility through members of their own staff, or will agree to the appointment of commercial auditors. In either case, it is the Registrar who is responsible and who must approve the accounts before they are presented to the members or published. This power protects the individual members, who may not, themselves, have the knowledge to ensure that the accounts are properly kept. In addition, however, it gives power to the Registrar, because it gives him access to knowledge. From the audited account, he can tell the state of health of the Fisher Folk Organization, and knows whether to exercise any of the other powers which the Act gives him.

Inquiry and Inspection

The Act gives the Registrar powers to inspect a co-operative at any time. The Registrar can hold an inquiry into the constitution, working and financial condition of a registered co-operative based on his own motion. The application of a majority of the Board or of not less than one-third of the members is required to produce any books, accounts, papers, securities of the co-operative and furnish the Registrar or some person authorized by him with such information. After considering the facts disclosed in such an inquiry or inspection, the Registrar has the power to order

- the suspension of all or any of the activities of co-operative; and
- the suspension or dissolution of the Board of Directors of the co-operative.

Arbitration in disputes

Disputes arising from the business of a Co-operative, whether

- between one member and another;
- between one member and the Co-operative, its Board or any officer of the Co-operative;
- between the Co-operative or its Board and any officer of the Co-operative or;
- between the Co-operative and any other Co-operative or any other registered society,

The society cannot, under the Act, be taken to a normal civil court. They must be referred to the Registrar, who can either try the matter himself, or appoint an arbitrator. The Registrar's decisions in these cases are final, and cannot be called into question in a civil court. This provision of the Act is beneficial to the cooperative movement in that it provides cheap and speedy machinery to settle disputes, avoiding the expensive and time-consuming process of hiring lawyers and going to court. Lawyers are not allowed to take part in arbitration proceedings. It means that the Act gives considerable powers to the Registrar to take decisions in the overall interest of Cooperative's activities.

Liquidation

Just as the Registrar has the power to register a Co-operative, so has he the power to close it down. He may do so on any grounds. It may be that the Co-operative is no longer operating in accordance with the Act or cooperative principles. It may be that the number of members has fallen below the minimum; or the Co-operative has gone bankrupt; Co-operatives has been amalgamated with other Co-operative, etc. When the Registrar decides to close down a Co-operative, he makes an order putting it into liquidation, and appointing a liquidator. The liquidator takes over all assets and liabilities and is responsible, under the Act, for winding up

the Co-operative's affairs to the best advantage of all concerned, and with a special regard to the Co-operative's creditors.

As with registration, there is provision in the Act for appeal to the Minister within 21 days from the date of such order, against a decision of the Registrar to close down a Co-operative, and the decision of the Minister will be final and conclusive.

Intervention in management

If the Co-operative is in serious trouble, the Act allows the Registrar actually to intervene in the management of Co-operative. For example, if the conclusion of an inquiry and inspection is that the Co-operative is badly managed; the Registrar may suspend all or any of the activities of the Co-operative, or suspend or dissolve the Board of Directors of Co-operative. The Registrar may also appoint a manager of his own choosing until a new Board of Directors has been elected under the constitution of the Co-operative. The objective of the intervention of the Registrar is to rescue a Co-operative which has gotten into trouble that might otherwise lead to its liquidation.

Government control

The government, through the Registrar, has considerable powers over the Co-operative management. Government control is not only concerned with the intervention in management, but also it may go even further than that, even to the extent of making Co-operative membership virtually compulsory in certain occasions in order to qualify for benefits such as grant of government loans, insurances. The government also dictates Co-operative policy example prohibition, creation of new fishermen's cooperative societies. Since the government sees co-operative movement as an integral part of government policy, the control tends to be great. The government tends to demand overriding control; if there is a large amount of government money invested in co-operative development. However, this does not mean that the government dominates Co-operatives; on the contrary, democratic control and members' voluntary participation have been encouraged and fully guaranteed by the government.

Accounting entries and financial statements used as illustrations during workshop session

Fishing accounts a fishing business might use

Asset Accounts	Liability / Debt Accounts	Income Accounts	Expense Accounts
<ul style="list-style-type: none"> • Cash • Fishing license • Accounts receivable • Vessel and equipment • Individual Fishing Quota • Investments 	<ul style="list-style-type: none"> • Income taxes • Fishing license loan • Vessel loan • Crew share owed • Fuel payable • Short-term debt 	<ul style="list-style-type: none"> • Sales - processor 	<ul style="list-style-type: none"> • Fuel • Crew share • Bait and ice • Permit fees • Interest expense • Vessel insurance

Typical recordings under a double entry system.

Date	Transaction	Debit	Credit	Comments
10 July	Cash	\$10,000		Cash is an asset and debit account. Increases in cash are recorded as debits.
	Sales		\$10,000	Sales are an income and credit account. Increases in sales are recorded as credits.
11 July	Fuel expense	\$2,500		Fuel is an expense and debit account .if fuel expenses are recorded as a debit.
	Cash		\$2,500	

Sample Fishing Operation Balance Sheet - Caribbean Fisher Folk

Assets		Liabilities	
Current Assets		Current Liabilities	
Cash	\$5,870	Accounts payable—shipyard	\$3,200
Accounts Receivable	\$8,800	Crew share payable	\$2,300
Prepaid mooring, boatyard	\$600	Deferred taxes	\$350
Short-term investments	\$5,900	Current debt	\$2,300
Inventory—finished product			\$5,790
Total current assets	\$26,960	Total current liabilities	\$8,150
Long-Term Assets		Long-Term Liabilities	
Vessel, equipment, gear	\$156,000	Vessel and equipment loans	\$99,680
less accumulated depreciation	\$(109,800)	Permit/IFQ loan	\$56,500
Net vessel			\$46,200
Permits and IFQ			\$87,400
Capital construction fund			\$35,600
Retirement investments			\$125,900
Total long-term assets	\$295,100	Total long-term liabilities	\$156,180
Total liabilities			\$164,330

Equity			
Capital contribution			\$25,000
Retained earnings			\$132,730
Total equity			\$157,730
Total assets	\$322,060	Total liabilities and equity	\$322,060

Possible Caribbean Fisherfolk Income Statement

Gross revenues	\$135,980
less sales discounts and allowances	\$(550)
Net revenues	\$135,430
Cost of harvesting	
Crew shares	\$20,250
Provisions	\$2,115
Fuel and lube	\$9,790
Gear	\$2,500
Bait and ice	\$500
Taxes, fees, and assessments	\$475
Misc. operating costs	\$1,790
Cost of harvesting available for sale	\$37,420
Gross profit	\$98,010
Selling, general and administrative	
Port and harbor costs	\$2,200
Vessel maintenance	\$6,000
Permit and IFQ fees	\$150
Depreciation and amortization	\$17,500
Vessel insurance	\$3,600
Professional fees	\$950
Office expenses	\$4,250
Total selling, general, and administrative	\$34,650
Operating profit	\$63,360
Interest expense	\$6,000
Net income before taxes	\$57,360
Taxes	\$13,680
Net income after taxes	\$43,680

APPENDIX 5, ADDENDUM VII: COOPERATIVE PRINCIPLES AS SEEN IN COOPERATIVE ACT

CREDIT UNION PHILOSOPHY, PRINCIPLES AND VALUES

PHILOSOPHY

Essential to the understanding of the philosophy of credit unions is the development of knowledge and wisdom of their principles and values. The practice of those principles and values give rise to a particular system of organizational setting and behavior and are fundamental to the identity of credit unions.

The elements of those principles and values are universal to co-operatives and are adopted by credit unions for credit unions are a type of co-operative.

The fundamental characteristics which distinguish a co-operative from other forms of business organizations are within the constitution of the co-operative principles and values.

Consideration and adoption of the co-operative Principles and Values by the International Co-operative Alliance (ICA) provides the basis for their universal acceptance. The ICA was formed in 1895.

CO-OPERATIVE VALUES

- *self-help*
- *self-responsibility*
- *democracy*
- *equity*
- *solidarity*
- *honesty*
- *openness*
- *social responsibility*
- *caring for others*

Co-operative Principles

(In relation to Co-op Law / Act, Regulations, By- Laws)

1. Voluntary and Open Membership

Section 3 (Co-op. Principles)

3d

Non- artificial restriction: minimum share- within capacity of general membership.

Section 10: Contents of By- Laws

Section 23(2)

23(4) (Co-op. Act in relation to C. U.)

Membership:

Register and Fees

Section 25(2)

Section 37

Section 214 (in relation to membership in apex entity, formation)

Rights and Obligation of members.

2. **Democratic Member Control**

Forum: meeting of members (Sec. 42)

Voting arrangement - Primary Society
- Secondary Society

Meetings: ordinary, special, general
AGM- Sec. 39
Sp.- Sec. 40, 42

Validity of Meetings

Quorum

- provision

Decisions

- Validity
- Process
- bare majority
- special resolution
- motion, resolution, decision

(Ref. Robert's Rules of Parliamentary Procedure)

Due Process for:

- decisions
- a hearing
- matter pursuant to Sec.187.

Authority: supreme, delegated

Enforcement of provisions: Act, Regulations, By- Laws.

3. **Economic Participation**

Surplus: Distribution/ Allocation

Indivisible Property:

- Statutory Reserve;
- Education Fund;
- Development Fund;
- other indivisible funds.

Sec.119, 120

Economic Disclosure or Analysis:

- Before allocation/ distribution Part VIII. Sec. 124- 140
- Notice to Regulator: 141 (Annual and Sp. Returns)
- Patronage refund (divisible)
- Allocations (indivisible and divisible)
- Dividend (divisible)
- Financial soundness before divisible allocations (Sec. 123(2) b)
- Performance indicators/ measurement
- Rate of dividend (Reg. 6. check amendment)

4. **Autonomy and Independence**

- Role of: members; directors; other constitutional committees; Regulator
- B / Directors
 - formulation and establishment of policies
 - monitoring and review of performance in relation to legal obligations;
 - prudential standards; objectives; plans; budgets;
 - approval of budgets
- Manager
 - roles (responsibilities)
 - powers
 - accountability
- Member participation- influence on direction of society, contribution to decision making process. (Collective authority)
- Chain of Command of Society
- Decentralization and Management
- Application of management elements in self- governance.

5. **Education, Training and Information**

- Identification of training needs, setting of priorities
- Cost effective training budget
- Internal activities, programmes
- Outsourcing, collective initiatives
- Training of general membership; strategies
- C. B. A. at immediate, departmental and organizational levels (evaluation)

6. **Co-operation among Co-operatives**

- Co-operatives of the same type
- Other co-operatives including schools.
- Local
- Regional; international.
- Other associations

7. **Concern for Community**

- Promotion or participation in social, educational changes within sphere of operation and beyond.
- Contribution to community development activities where possible subject to Section 122
- Environmental considerations

APPENDIX 5, ADDENDUM VIII: CU PRESENTATION - THE WAY FORWARD FOR THE RFO

<p>RFO Coordinating Unit 0908</p> <p>Development of Regional Fisher Folk Organization</p> <ul style="list-style-type: none"> •2003/04 CTA/CARDI/CRFM Regional Study. •2004 Fisher Folk Workshop Belize – Recommends Regional Network (50 + 1) •2005 Guyana Strategy/Medium Term Plan (06-10) •2007 National Consultations (Dom, SkN, Svg, Sla, Guy, Gre) •2007 Workshop (Formation of Coordinating Unit) 	<p>RFO Coordinating Unit 0908</p> <p>Terms of Reference</p> <p>Promote the establishment of NFOs in Group 2 countries.</p> <p>Develop and execute the work plan to establish the RFO.</p> <p>Develop a promotional strategy and action plan to create awareness among the various stakeholders.</p>
<p>RFO Coordinating Unit 0908</p> <p>Coordinating Unit Composition</p> <p>Mitchell Lay ...Antigua and Barbuda Joslyn Lee Quay..Trinidad and Tobago Nadine Nembhard ...Belize Parmanand Sewdien.....Suriname Vernel NichollsBarbados</p>	<p>RFO Coordinating Unit 0908</p> <p>Coordinating Unit Support</p> <p>Petronila PoliusFisheries Officer St. Lucia Chester Langaigne ..Coop Officer Grenada</p> <p>Technical and Consultative Support also from CRFM (Terrence Phillips), UWI/CERMES (Patrick McConney), IISD (Brian Davy)</p>
<p>RFO Coordinating Unit 0908</p> <p>Activities</p> <ul style="list-style-type: none"> • Action Plan, Work Plan and Budget • Participation at GCFI 2007 • Letters of notification • Visits/contacts Mni, Sla, Dom, Bvi, Axa, SkN, Guy, Svg, Bze. 	<p>RFO Coordinating Unit 0908</p> <p>Activities</p> <ul style="list-style-type: none"> • GCFI Small Grants Project • CRFM Fisheries Stakeholders Directory • FisherFolknet Newsletter

<p>RFO Coordinating Unit 0908</p> <p>Looking Ahead</p> <ul style="list-style-type: none"> • Communication Links (2 per country) requires email address and cell phone number for each. • Training in E-Communications (each one teach one) • Website development (CRFM Collaboration) • Continued support, training and strengthening (possible regional promotional project {now}) • Representation at Forum • Sustainable Financing 	<p>RFO Coordinating Unit 0908</p> <p>Establishing RFO – Roles and Functions</p> <ul style="list-style-type: none"> • Representation (regional/international) • Co-Sustainable Resource Management • Advocacy • Communication and Information Sharing • Support and Training (build capacity) • Assists in identifying funding (projects) • Assists in marketing and supplies
<p>RFO Coordinating Unit 0908</p> <p>Establishing RFO – Creation</p> <ul style="list-style-type: none"> • Name to reflect who we are (network) Caribbean Network of Fishers Organizations • Mission statement what we do and how • Logo – some criteria • Legal Identity • Launch of network 	<p>RFO Coordinating Unit 0908</p> <p>Virtual Network</p> <ul style="list-style-type: none"> • Admin Responsible for Regional/International Issues. • NFO Responsible for National national issues • PFO Responsible for grassroots issues <p>RFO is to the NFO what the NFO is to the PFO what the PFO is to the Fisher.</p>
<p>RFO Coordinating Unit 0908</p> <p>Virtual Network</p> <ul style="list-style-type: none"> • NFOs meet annually. • Seven member Admin body selected with 3 year terms • Two reps from each NFO at annual meetings • Non voting associate members FD,UWI,CRFM, Coop 	<p>RFO Coordinating Unit 0908</p> <p>Decision making within network</p> <ul style="list-style-type: none"> • NFOs execs empowers reps • PFOs empower NFO • Fishers empower PFO. • Network Admin deals with reps

RFO Coordinating Unit 0908

CU needs Decisions from NFOs on:

- Type of RFO (virtual network)
- Name of RFO
- Mission Statement
- Logo

Response required by 30/10/2008

RFO Coordinating Unit 0908

Food for thought:

NFOs lead process for direct CRFM/NFO
Communication Links.

Recommendation for regional promo project.

APPENDIX 6: PARTICIPANT EVALUATION

EVALUATION OF THE TRAINING WORKSHOP ON MANAGEMENT, COMMUNICATION AND ADVOCACY FOR FISHER FOLK ORGANISATIONS

1. Rate the level of clarity with which the workshop goals and objectives were communicated to you at the beginning of the workshop.	Very clear	Somewhat clear	Not at all clear	Respondents
	87%	13%		15

2. Rate the following methods and topics based on their usefulness to the workshop	Highly useful	Some-what useful	Neutral	Not at all useful	Respondents
Brief Country Report on National Fisher Folk Organisation or Steering Committee to form the National Fisher Folk Organisation	75%	25%			20
Situation analysis (individual reports on challenges faced in development of fisher folk organisations)	80%	20%			20
Environmental Analysis (Wall of Wonder)	47%	47%	6%		19
Strategic Planning (Vision, SWOT Analysis, Assisting and Resisting Factors, etc.)	74%	26%			19
Project Cycle Management (situation analysis, problem identification, identifying stakeholders stating objectives and SMART action planning)	100%				20
Logframe Analysis	30%	55%	15%		20
Communication and Advocacy	75%	20%	5%		20
Conflict management and negotiation (conflict styles, role play of participants' scenarios, communication skills, Concentric Circles, 'I' statements, etc.)	80%	20%			20
Field trip to landing sites	41%	59%			17
Leadership, group dynamics and team building including mission statements	74%	26%			19
Facilitation skills (Management, coordination and decision making)	95%	5%			20
Business Planning	65%	35%			20
Organisational and financial management	55%	35%	10%		20
Legal aspects of institution building	53%	41%	6%		17
Working groups for the application of training (Open Space Technology method)	63%	37%			19
Individual presentations on the application of training	53%	47%			19
RFO-CU Report	75%	25%			20

3. What was your overall experience of the workshop?	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree	Respondents
The time was suitable to cover the content thoroughly.	5%	30%	5%	40%	20%	20
Workshop material was adequate and clear.			5%	32%	63%	19
The facilitators were knowledgeable and well prepared				10%	90%	20

3. What was your overall experience of the workshop?	Strongly Disagree	Disagree	Unsure	Agree	Strongly Agree	Respondents
Registration and other logistical arrangements were well organized.				47%	53%	19
Hotel service was very good.			5%	50%	45%	20

4. Rate the level of priority in your life you now give the methods you received at the workshop.	High priority	Moderate priority	Neutral	Low priority	Respondents
	100%				18

5. Indicate which learning methods you would have liked to have more of, or less of, at the workshop.	More of	Amount was okay	Less of	Respondents
Information presented by PowerPoint and lecture	47%	53%		19
Information presented by film	30%	65%	5%	20
Plenary (all together) discussions about concrete problems / issues for fisher folk	40%	60%		20
Small working group discussions and learning activities	50%	45%	5%	20
Training and skill building in leadership, planning, negotiation and other communication-related methods	74%	26%		19
Cultural activities focusing on humour, storytelling and individual talents	22%	72%	6%	18

6. What other activities would you have liked?
<ul style="list-style-type: none"> Public speaking: As potential leaders we will be exposed to different kind of P.S., and we should be equipped with adequate skills. Training in conducting meetings and preparing monthly and annual budgets. Dr. McConney should stay longer A trip by the sea visiting fishermen at work either preparing their equipment or fishing. Some exposure to sustainable fishing methods and strategies including advantages and disadvantages. The program should follow the outline of the workbook to help in clarification. For the amount of time more than enough was offered; however I would have wanted more in strategic planning and project planning More young fishers in the workshop. Reflecting the changes in the industry and the environment. To attend sporting complex (play games) (sports) attend a gym. To see the marine side of life here in St. Lucia I would have liked to see the fishers of St. Lucia doing the type of fishing they do, in other words I would have liked to go on the sea. Discussion on ways to assist individual PFOs in their development (time did not permit this).

7. To what extent were your own expectations satisfied from participating in the workshop?	Exceeded my expectations	Satisfied	Neutral	It was disappointing	Respondents
	45%	50%	5%		20

8. What methods, skills or information gained at this workshop will help you the most immediately upon returning to your fisher folk organisation?

- Presentation on application of training, strategic planning, conflict management and negotiation.
- Communication, networking workshop
- Brainstorming, networking, communication
- Communication, networking, legal aspects like insurance for BOD and staff, Accounting
- There were many useful topics but the one that stands out the most is project planning
- Project cycle management
- Project planning, conflict resolution
- Sticky wall, brainstorming and discussion method (ORID)
- Negotiation
- Communication, negotiation, advocacy and conflict resolution
- Workbooks
- Help in preparing a strategic plan for my organisation before Dec. 08
- How to go about doing a business and strategic plan.
- All the information and skills is of vital importance to my organisation.
- Project planning
- I will use all skills gained in this workshop immediately upon my return
- The skills that would help me in communication and conflict resolution.
- Leadership skills, networking.
- Strategies in negotiation (skills)
- Ability to lead

9. What support will you need from the CRFM including participants in the workshop to carry your work forward?

- Funding: more training in public speaking. This is critical to me, especially since I usually have to do a lot of representation, which entails speaking.
- We need your support for PFO-NFO-RFO
- Technical support
- To ensure the continuation of the mechanisms put in place to further the objectives, mission and vision of Caribbean network of fisherfolk organisations
- There is so much need for my group at the present that cannot say one thing but to say to CRFM continue to lead us on.
- Continued communication between participants, CRFM and individual NFO representatives.
- More training for persons connected to the issues at hand not training persons just to travel.
- Information on sustainable fishing methods. Discussion about tried methods such as FAD fishing. Decisions of fishing agencies such as CRFM.
- Technical
- Information exchange
- Will determine as the process continues
- Technical
- Expertise and more training and service in developing and running projects.
- In communication and all related other areas of information gathering.
- More training
- Advocacy
- More information and advocacy or lobbying for us.
- Give communication skills, leadership skills, co-management.
- If possible – through the NFO – communication with relevant government agencies of things being done regionally and recognition of input/pressures my organisation will have gone through or is under.
- Information

- As a participant from St. Lucia I would have liked to interact more fully with the other participants, e.g. field trip, talent show. However the accommodation and arrangement did not allow for such.

10. Rate the following films based on their usefulness to the workshop	Highly useful	Somewhat useful	Neutral	Not at all useful	Respondents
Film: Overfishing USA (Alaska fishing industry)	60%	40%			20
Film: 'A Fisher's Journey' (Antigua fisherman)	79%	21%			19
Film 'The Secret'	50%	40%	5%	5%	20
Film 'Code of Conduct' (FAO)	68%	32%			19
Film 'No Boundaries'	90%	10%			20

11. What other activities would you have liked?