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**REPORT OF THE CTA / CRFM TRAINING OF  
TRAINERS WORKSHOP FOR FISHERIES EXTENSION  
OFFICERS TO ENHANCE THEIR SKILLS TO PROVIDE  
BETTER INFORMATION, ADVISORY AND TRAINING  
SERVICES TO PRIMARY AND NATIONAL  
FISHERFOLK ORGANIZATIONS**

**December 4 – 14, 2006  
St. Vincent and the Grenadines**



Photograph courtesy of the Fisheries Department, Belize

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**CRFM Secretariat,  
Belize and St. Vincent and the Grenadines**

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## **Preparation of this Report**

This is the final version of the Report of the CTA / CRFM Training of Trainers Workshop for Fisheries Extension Officers to Enhance their Skills to Provide Better Information, Advisory and Training Services to the Primary and National Fisherfolk Organizations, which was held in Saint Vincent and the Grenadines during December 4 – 14, 2006. An initial draft of the Report was compiled by Mr. James Finlay, Facilitator, with the assistance of Ms. June Masters, Research Graduate, Information and Statistics, CRFM Secretariat, and edited by Mr. Terrence Phillips, Programme Manager, Fisheries Management and Development, CRFM Secretariat.

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## List of Acronyms and Abbreviations

<b>ACP</b>	African, Caribbean and Pacific
<b>BFCA</b>	Belize Fishermen Cooperation Association
<b>BVI</b>	British Virgin Islands
<b>CALFICO</b>	Calliaqua Fisherfolk Co-operative
<b>CARDI</b>	Caribbean Agricultural Research and Development Institute
<b>CARICOM</b>	Caribbean Community
<b>CARNUFO</b>	Caribbean Network of National Fisherfolk Organizations
<b>CBO</b>	Community Based Organization
<b>CFTDI</b>	Caribbean Fisheries Training and Development Institution
<b>CIDA</b>	Canadian International Development Agency
<b>CRFM</b>	Caribbean Regional Fisheries Mechanism
<b>CSM</b>	CARICOM Single Market
<b>CSME</b>	CARICOM Single Market and Economy
<b>CTA</b>	Centre Technique de Coopération Agricole et Rurale ACP-UE/Technical Centre for Agricultural and Rural Cooperation
<b>EU</b>	European Union
<b>FAC</b>	Fishery Advisory Committee
<b>FD</b>	Fisheries Division/Department
<b>FFO</b>	Fisher folk Organization
<b>GDP</b>	Gross Domestic Product
<b>GPS</b>	Global Position System
<b>JFCU</b>	Jamaica Fisherman's Cooperative Union
<b>NAFCO-OP</b>	National Association of Fishermen Cooperative Society Limited
<b>NFA</b>	National Fishermen's Association
<b>NFO</b>	National Fisherfolk Organization
<b>NGO</b>	Non Governmental Organization
<b>PFO</b>	Primary Fisherfolk Organization
<b>SVG</b>	St. Vincent and the Grenadines
<b>SWOT</b>	Strengths, Weaknesses, Opportunities and Threats
<b>TOR</b>	Terms of Reference
<b>PM.FMD</b>	Programme Manager, Fisheries Management and Development
<b>WIFA</b>	Women In Fishing Association

## 1.0 INTRODUCTION

In 2003 / 04, a CTA / CARDI / CRFM regional study examined the organizational needs and operational strengths and weaknesses of existing national and primary or community-based Caribbean fisherfolk organizations and made recommendations to address them. At a CTA / CARDI / CRFM Regional Workshop held in Belize in 2004 to review the study and recommendations, an explicit recommendation was made to launch a Regional Network of National Fisherfolk Organizations (CARNUFO). It was also decided that CARNUFO would be established when at least 50% of the ACP Caribbean countries + 1 would have NFOs. In this context, a Working Group was created to develop a strategy for the launching of CARNUFO and make proposals for strengthening the institutional capacities of fisherfolk organizations, with the strategy being aimed at addressing the following issues:

- Lack of critical mass of NFOs for launching CARNUFO as defined by the 2004 Belize Workshop
- Weak management skills of fisher folk organizations
- Insufficient access to relevant information by fisherfolk
- Limited communication and advocacy skills of fisherfolk organisations.

The Working Group met in Guyana in June 2005 and produced a Strategy and Medium Term Action Plan for the Institutional Strengthening of Regional Fisherfolk Organizations - 2006 to 2010.

Based on the Strategy and Medium Term Action Plan, a project proposal for the development of the Caribbean Network of Fisher Folk Organizations was submitted to the CTA. This proposal was reviewed and refined by the CRFM and CTA into the Terms of Reference: Development of Caribbean Network of Fisher Folk Organizations, September 2006 – July 2008, with the overall objective being to contribute to improved income earnings, higher standard of living of fisherfolk and the sustainable management of fisheries resources in the Caribbean.

This component of the TOR, the CTA / CRFM Training of Trainers Workshop for Fisheries Extension Officers to Enhance their Skills to provide better Information, Advisory and Training Services to Primary and National Fisherfolk Organisations, is aimed at enhancing the capacities of twenty-four fisheries extension officers in twelve ACP / CRFM Member States (Groups 1 and 2) to provide better information, advisory and training services to primary fisher folk and national fisher folk organisations.

The Workshop was convened to achieve the following:

- provide training, primarily, to Fisheries Extension Officers to enhance their skills to provide better information, advisory and training services to primary and national fisherfolk organizations;
- draft the briefing note on fisherfolk organizations in the Caribbean; and
- outline the draft guidelines and strategy for the conducting of the national consultations for the launch of NFOs in Group II countries.

## **2.0 WELCOME AND OPENING REMARKS**

The workshop was held at the Conference Centre of the St. Vincent and the Grenadines Chambers of Commerce in Kingstown, St. Vincent and the Grenadines.

Twenty-six participants from Anguilla, Antigua and Barbuda, Barbados, Belize, British Virgin Island, Commonwealth of Dominica, Grenada, Jamaica, St. Kitts and Nevis, St. Lucia, St. Vincent and the Grenadines, Trinidad and Tobago and the Caribbean Regional Fisheries Mechanism (CRFM) Secretariat attended the workshop.

Mr. Terrence Phillips, Programme Manager, Fisheries Management and Development, CRFM Secretariat, welcomed the participants to the Workshop. He provided the participants with an overview of the CTA / CRFM Terms of Reference: Development of Caribbean Network of Fisherfolk Organizations, and outlined the objectives and expected outputs of the Workshop. He also stressed the need for the participants to continue to remain involved in the implementation of the CTA / CRFM TOR for the Development of a Caribbean Network of Fisherfolk Organizations.

## **3.0 INTRODUCTION OF PARTICIPANTS AND WORKSHOP ARRANGEMENTS**

Participants and resource persons introduced themselves, with the Facilitator of the Workshop being Mr. James Finlay, Fisheries Consultant and former Chief Fisheries Officer of Grenada. See List of Participants set out at **Appendix 1**.

The Draft Agenda for the Workshop was reviewed and adopted. See Agenda given at **Appendix 2**.

## **4.0 PRESENTATION - THE WORKSHOP AS PART OF THE PROCESS FOR INSTITUTIONAL STRENGTHENING OF FISHERFOLK ORGANIZATIONS**

The Facilitator did not make a presentation on this topic, since he considered that it had been adequately covered by the Programme Manager, Fisheries Management and Development, in his Opening Remarks.

## **5.0 PRESENTATION - THE ENVIRONMENT FOR FISHERFOLK ORGANIZATIONS**

In his presentation on this topic, the Facilitator noted that it was important to first know your environment. He indicated that the direct and indirect environment of primary and secondary fisher folk organisations could be described as the immediate fisherfolk community from which the organization emerged and was created to serve; government as manager / conservator of common property resources; commercial services providers; and regional and international bodies.

He indicated that in relation to the immediate fisherfolk community from which the organisation emerged, the environment would depend on the community type (e.g. stock-based, geographical), the rationale for the creation of the organization (e.g. production / marketing demand for the product), level of production, size of investments of fisheries units (e.g. subsistence, semi-commercial, commercial), ownership and economic space of community members. With regards to government, the environment would take into consideration public policy on community-based organizations, fisherfolk community attitude or expectations with regards to benefits and support of government,



public policy instruments administered by governments and existing institutionalised delivery systems and the role of fisher folk organizations in the delivery of services to their communities.

Commercial services providers would impose on the environment the influence of stakeholders with an inherited / acquired economic space, traditional traders in goods / services, public policy support for commercial delivery systems, economies of scale, and avenues for out-competing traditional businesses in the trade of goods and services, while regional and international bodies would bring existing intergovernmental agreements on management of shared marine resources for the purpose of sustainable use, alleviation of poverty, improvement in standards of living, on incorporating grass root / user groups in management / conservation of resources, and generating legitimate and validated consensus.

## **5.1 Discussion**

During the discussions, it was noted that the links between government, fisher / fisherfolk organization and the community needed to be strengthened and that it was better to avoid confrontation among the various stakeholders, but develop mechanisms for continued dialogue.

It was also put forward that the role of the public servant in this process should be one of facilitator, fostering dialogue between the stakeholders and delivering government services to fishers, fisherfolk organisations, communities, etc. Participants indicated that public servants should conduct themselves in a professional manner at all times so as to gain and maintain the trust of the other stakeholders.

## **6.0 COUNTRY REPORTS AND DISCUSSION**

Country presentations on the status of the primary and / or national fisher folk organizations in their respective countries, with some background on the establishment of these organizations, roles and functions, membership and indications of their strengths and weaknesses were made by the respective country representatives/teams.

### **6.1 Anguilla**

Anguilla currently has 385 registered fishing boats, and approximately 300 full time and part time fishers. Most boats are about 32 ft in length with two outboard engines. Targeted species include king fish, swordfish, dolphin fish, lobster and reef finfish.

The country has no primary or secondary fisherfolk organizations or groups, but has been exploring the formation of such groups. Among the reasons put forward for the lack of organization were: the independent nature of the fishers, in particular their financial independence; and the great demand for fish from the tourist industry, with fishers taking their catches directly to the hotels. It was pointed out that fishers needed to be made more aware of the necessity for conservation and management of the fisheries resources, and efforts made to involve them in the fisheries management process. As such, the need for some level of organization among the fishers was recognised.

#### **6.1.1 Discussion**

During the discussions following the presentation by Anguilla, it was noted that it was not the role of any fisheries department to impose an organization on the fishers, but fishers should be encouraged to organize to address common issues / problems that affected their daily livelihoods. It was suggested

that a good point to bring them into the management process would be to involve them in the consultations to update the fisheries management plan.

## **6.2 Antigua and Barbuda**

Antigua and Barbuda is an archipelago made up of three main islands: Antigua, Barbuda and Redonda, with Antigua being the largest of the three. The fishing industry provides employment for over 1200 persons either directly or indirectly, with the spiny lobster being one of the most valuable resources accounting for 19.7% of the total production of fish. The total export of fish products from Antigua and Barbuda in 2002 was 169,000 pounds (mainly live lobster to the nearby French Territories). Fish traps/pots continued to be the most dominant fishing gear employed by the industry, with other gear types being hook and line, gillnet, “scuba” and artisanal longlines. The total number of registered vessels in 2003 was 695.

The mission of the Fisheries Division is to ensure the development of the fishery sector in a manner that is sustainable and capable of contributing to the overall development of the national economy. There are four fishers’ organizations, with these being the Antigua and Barbuda Fishermen’s Alliance; Antigua & Barbuda Fishermen’s Co-operative Society Ltd., Barbuda Fishermen’s Cooperative and South Coast United Fisher Folk Co-operative.

The Antigua and Barbuda Fishermen’s Alliance was formed in January 1997 to represent its members at a national level on all matters pertaining to the fishing industry. The South Coast United Fisher Folk Co-operative was started two years ago with the conch divers in the south and has broadened its scope to include all interested fisher folk in the area. Membership in the Antigua & Barbuda Fishermen Co-operative Society Ltd. currently stood at one hundred and fifty-one (151), including eleven (11) females.

### **6.2.1 Discussion**

During the discussion on the presentation by Antigua and Barbuda, it was postulated that some of the factors preventing the formation of fisherfolk organisation were: impatience of fishers (they were patient at sea but impatient on land) and insufficient time to dedicate to the task of organizing. Among the benefits identified were better access to facilities and markets and the ability to influence the price for their products.

## **6.3 Barbados**

Barbados has five active fisherfolk associations: one secondary organization and four primary organizations. The secondary organization is the Barbados National Union of Fisherfolk Organizations and the primary associations are Weston, Sandpit, Oistins and Central Fish Processors Fisherfolk Associations, with each association having a strategic plan. Their activities included provision of fuel, tackle, berthing space and boat yard space for repairs.

Fisherfolk associations were represented on the Fisheries Advisory Committee and participated as co-partners in the design and implementation of the Fisheries Management Plan of Barbados. They also have representation on Government negotiation teams dealing with fisheries matters. Among the weaknesses identified for these associations were the dependency on Government for subventions; inadequate financial resources; absence of expertise; lack of full time staff; the executive having to shuffle between their main calling and the running of the association; too crisis oriented; inability to take advantage of funding from donor agencies; inability to fully implement strategic plans; and unfamiliarity with the workings of Government

During the late sixties and early seventies, nine (9) fishing cooperatives were registered in Barbados. However, they have mostly been cancelled. At present, one fishing cooperative exists. This cooperative society was registered on the February 18, 1986 and with a membership of sixty-three (63), with these being boat owners and fishers. It was opined that most of the fishing cooperatives failed for reasons such as undercapitalisation, poor management, lack of commitment and loyalty, and poor record keeping.

### 6.3.1 Discussion

During the discussions, it was indicated that the fisherfolk organisations in Barbados tended to come together when there was a problem such as a fish kill or border dispute, but lost interest after the matter had been addressed. It was noted that this situation was not unique to Barbados but seemed to be common to other Caribbean countries.

It was mentioned that many fisherfolk organisations were maintained through the persistence of a core group who remained in place both during and after any crisis, but this could lead to issues of succession at the executive level when these members eventually leave. Fishers and their organisations lacked access to information and training.

## 6.4 Belize

The fishing industry of Belize has contributed significantly to the development of the country by providing direct employment to 2,026 fishers and over 1,182 processing plant personnel. In addition, it has been contributing foreign exchange earnings to the development process. The private sector of the fishing industry is made up mainly of shrimp farms and fishing cooperative operations.

During the late 1940's and early 1950's, fishing became an industry due to the formation of many fisheries companies. However, these foreign companies exploited the native fishermen by paying them low prices for their product, especially lobster. As a result, the fishermen from the northern part of the country (Caye Caulker and San Pedro) who worked for these companies came together in 1960 and formed the first fishermen's cooperative in Belize, the Northern Fishermen Cooperative. This was later followed by Placencia Producers Cooperatives in 1962, Caribena Producers Cooperative Society in 1963 and National Fishermen Producers Cooperative in 1966. *Table. 1* below gives the history of the formation of fishing cooperatives.

Table 1. Formation of Fishing Cooperatives in Belize.

<b>Fishermen Cooperative Society</b>	<b>Address</b>	<b>Date Formed</b>
<i>Northern</i>	<i>Belize City</i>	<i>5/9/1960</i>
<i>Placencia</i>	<i>Placencia</i>	<i>6/20/1962</i>
<i>Caribena</i>	<i>San Pedro</i>	<i>1/3/1963</i>
<i>National</i>	<i>Belize City</i>	<i>4/29/1966</i>
Toledo	Punta Gorda	7/26/1966
Sarteneja	Sarteneja	2/7/1968
<i>Rio Grande</i>	<i>Punta Gorda</i>	<i>5/5/1971</i>
Central	Gales Point	9/11/1973
Western Freshwater	Rancho Dolores	11/1/1974
Barranco	Barranco	8/5/1980
Hopkins	Hopkins	3/24/1980
Independence	Independence	9/20/1985
Toledo Northern	Monkey River	9/5/1986

Mullins River	Mullins river	9/5/1986
Dangriga Development Initiative	Dangriga	10/1/1997

At present, there are five functional (italized in Table 1) and ten non-functional Fishermen’s Cooperatives, with some of the reasons for failure being cited as mismanagement and misappropriation of funds due to lack of capacity development in managerial skills; lack of financial resources or access to banking facilities, etc.; lack of equipment (storage and fishing); isolation from major export centres; fishers not supporting their cooperative and selling produce to other buyers to avoid paying back loans; movement of fishers into the tourism industry; and lack of training and monitoring. Some other factors that influence the development or failure of some fishermen cooperatives include Belize’s having an open access fishery, illegal fishing by locals and foreigners and inadequate enforcement by the Fisheries Department.

The five active fishermen cooperatives are owned by Belizeans and employ about 123 workers who are involved in processing, packaging and administration. The Rio Grande Fishermen Cooperative Society Limited, Placencia Producers Cooperative Society Limited and Caribena Producers Cooperative Society Limited have no processing facilities, so their products are processed and marketed by one of the two major cooperatives (Northern and National). Fishing cooperatives provide their members with credit facilities to purchase equipment such as engines, boats and fishing gear, and inputs for fishing trips. Some cooperatives maintain an education and disability fund for their member’s children, and most recently a hurricane relief fund for those affected by Belize’s last hurricane, Iris, in 2003.

The Belize Fishermen Cooperation Association (BFCA) was established in 1970 and since then has pursued national and international programmes involving environmental protection and biodiversity. It has a membership of over 1,200 registered fishermen from the Rio Grande Fishermen Cooperative, the Placencia Fishermen Cooperative, the National Fishermen Cooperative, and the Caribena Fishermen Cooperative. Each cooperative is represented on the managing committee of the BFCA.

#### **6.4.1 Discussion**

During the discussion, in response to a request from one of the representatives from Antigua and Barbuda, the representative from Belize offered technical assistance and training in the construction and use of lobster traps, with it being suggested that the CRFM could facilitate this exchange. There was also some discussion on profit sharing for cooperative members.

#### **6.5 British Virgin Islands**

The British Virgin Island has about 300 part time fishers, with fishing being part of its tradition and culture. Government policy reserves commercial fisheries as a right for B V Islanders and “belongs”. Fish is a primary natural resource, but its contribution to the GDP is often underestimated and its importance not fully appreciated. Hotels, restaurants, the dive industry and the charter boat industry rely on fish as local cuisine as well as for recreation.

The Extension Unit of the Fisheries Division is responsible for the provision of extension services to fishers and the fishing communities, and promoting and assisting in the formation of fishers’ groups and cooperatives. It has been trying to mobilize fishers to form associations that would help in resource management and advocacy. There was one fishers’ cooperative on the island of Virgin Gorda, with there being plans to mobilize, strengthen and form organizations on the islands of Jost Van Dyke, Tortola and Anegada.

### **6.5.1 Discussion**

During the discussions it was noted that fisheries departments should seek to better network at the regional level to foster fisheries management and development. Also, the need for the networking of fisher folk organisations was recognised. There was some discussion on the likely conflict between the roles of the fisheries extension officer in technology transfer to fishers' groups as well as their role in the enforcement of fisheries regulations. The role of the fisheries department as a bridge between the fishers and policy makers was also discussed.

## **6.6 Dominica**

In Dominica, fisheries cooperatives started in the early 1960s, with the first Fisheries Cooperative being registered in the capital Roseau in 1963. It attracted membership island-wide. During that same period, which was referred to as the "Cooperative Boom", other cooperatives like the credit unions were registered as well.

In the 1980s, fisheries cooperatives were established in many of the fishing communities, but some have since been dissolved due to poor management. To date, there are five (5) active societies; four (4) dormant societies and four (4) study groups to be registered. The contribution of fisheries cooperatives to community development has been significant. The total assets of the fisheries cooperatives amount to over EC \$5 million, with the membership being at about 700.

### **6.6.1 Discussion**

During the discussion, the representative from Dominica indicated that they needed to promote the development of a national fisher folk organisation, as such a body could play a role in fisheries management and development, including quality control.

## **6.7 Grenada**

In Grenada, co-operatives have been in existence over for forty years, with such bodies having been formed to meet a particular need. The aim of these co-operatives is seen as the empowerment of its members to manage their own affairs and improve on their standard of living. Despite the poor track records of previous co-operatives, the fishers have not been daunted and believe that co-operatives still have the potential to play an important role in the development of better livelihoods.

A National Fishermen Association had been formed to represent fishermen, but it has been inactive. It was formed as a lobby group to represent the interest of all fishers throughout Grenada.

Some of the weaknesses of co-operatives were identified as lack of funding for the NFA and a clear objective; mismanagement of co-operative funds; lack of trust among the membership; failure of the executive to motivate its members; insufficient guidance from the Co-operative Department; lack of transparency and auditing of books; failure to hold regular meetings; lack of enthusiasm among members; inadequate leadership; and insufficient knowledge of the bylaws. Some of the benefits were identified as provision of appropriate services; providing scholarships for children of fishers and annual profit sharing.

### **6.7.1 Discussion**

Coming from the discussion was the recognition that oversight by the government regulatory agencies responsible for fishers' cooperatives and associations was essential.

## **6.8 Jamaica**

Jamaica is an archipelagic state. It has approximately 13, 600 registered fishers (2001 estimate) and 4,100 (2001 estimate) registered boats. The total fish landings for 2001 was 6327.79 metric tonnes, with the fish caught including reef finfish (parrot fishes, grunts, doctor fishes, snappers, etc), lobsters, conch, shrimp, oceanic pelagic fishes (tunas) and coastal pelagics (herrings).

The Jamaica Fisherman's Cooperative Union (JFCU) is the umbrella organisation for 14 fishermen's cooperatives, with 9 being active. Its affiliates account for 4,700 members. The JFCU started as a welfare endeavour, which was eventually converted to a cooperative for fishers in 1954. Following on its formation, it has been promoting the formation of primary fisher groups across the country. It has nine board members drawn from the active primary cooperatives. The umbrella organization sources and provides fishing supplies to fishers and affiliated cooperatives. It is also strongly involved in advocacy for the welfare of its members.

The support of the member organisations is seen as its main strength while a weakness is perceived as its small membership base. To this end, the JFCU has been continuing its drive to promote the formation of primary fisher folk groups on the Pedro Cays, etc.

### **6.8.1 Discussion**

Discussions centred on issues of cooperatives leaders dedicated and integrity in financial accountability; the issue of a reluctance to apply penalties for delinquency by coops was thoroughly discussed.

## **6.9 St Kitts and Nevis**

### **6.9.1 St Kitts**

In the 1980s, four (4) fishermen's cooperative societies were registered with the Division of Cooperatives within the Department of Agriculture in St. Kitts, with these being Newtown Fishermen's Cooperative Society Ltd. (1980), Capisterre Fishermen's Marketing & Supplies Cooperative Society Ltd. (1982), Sandy Point Fishermen's Marketing & Supplies Cooperative Society Ltd. (1982) and Old Road Fishermen's Marketing & Supplies Cooperative Society Ltd. (1986). Their activities included fund raising, such as dances and fish fries; operation of sales outlets providing members with fishing requisites; joint marketing of members' catch, and Fisherman's Day Celebrations.

Among the weaknesses identified were dependency on the Department of Cooperatives; insufficient teamwork; poor record keeping; low investment in shares; and poor responses to training opportunities.

#### **6.9.1.1 Discussion**

The discussion highlighted difficulties faced by cooperatives officers in tracking the performance of fisher cooperatives that do not keep adequate records..

### **6.9.2 Nevis**

On Nevis, there are about 250 fishermen, with most of them being young men. Many fishers have to travel great distances to catch fish, so, the market prices tended to be high. Approximately ten

percent (10%) of the fish caught in Nevis is sold in St. Kitts. The fishing methods include fish pots, line, seine and spear fishing, and trolling. About ninety percent (90%) of fish landed on the Island was caught in fish pots, with the main species being bonito, snapper, mackerel, kingfish, tuna and dolphin, plus smaller species caught on the reefs and shallows.

Nevis has one fishing cooperative, with a membership of 297. Attempts were being made to encourage all fishermen in Nevis to become members of the cooperative. It operated an outboard motor shop, which has provided practical training for local fishers.

The objectives of the Cooperative Society are to arrange for the sale to members of requisites; arrange for the marketing of members' catch; provide necessary equipment, plant and machinery for the collection, storing and processing of members produce; assist members to improve their operations and to conduct, encourage and assist in conducting educational programmes; and promote thrift among its members by providing ways and means whereby buying and selling can be effected.

The strengths of the cooperative were identified as training (limited) and support from the Fisheries Department while the weaknesses were given as lack of support by members to the cooperative society; inadequate funds; inadequate equipment; poor record keeping and the lack of modern technology for effective management.

#### **6.9.2.1 Discussion**

There was no discussion after this presentation.

### **6.10 St. Lucia**

St. Lucia has eight registered primary fishermen cooperative societies, with the membership having increased from 693 in 2000 to 805 in 2005, an increase of 14%. For the same period total capital has increased by 31% to \$3,406,796 in 2005, with the total assets being \$5,667,095 in 2005, representing a 46.98% increase. Over the past five years fishermen's cooperative societies have made significant strides in maintaining stability in their capital, savings, assets and membership base but they still face some challenges, which include lack of clear policies; absence of strategic planning; absence of succession planning; inadequate training and development for members; lack of professionalism and failure to get the calibre of persons with the desired expertise to manage the cooperatives.

On March 16, 1978, one secondary society was established and registered in the name of the National Association of Fishermen Cooperative Society Limited (N.A.F.C.O - OP), with the objective being to promote the development of primary fishing cooperatives in St. Lucia. Its membership was comprised of nine registered primary fishermen's cooperative societies. During 1997, an inquiry into the organisation revealed misappropriation of funds; mismanagement; lack of clear policies and direction from the Board of Directors and that the accounts were not being audited annually. As a result, the National Association of Fisherman Cooperative Society Limited ceased operation in 1997. Another body (secondary cooperative) was in the process of being established, with numerous meeting and discussion having been conducted with the eight primary fishermen's cooperatives to formulate this secondary body.

#### **6.10.1 Discussion**

During the discussion it was noted that most fisherfolk organizations tended to be boat owner oriented, as the fishers themselves did not see any real benefits coming to them from being members of such organisations.

## **6.11 St. Vincent and the Grenadines**

In St. Vincent and the Grenadines, there were four registered cooperatives, with these being the Goodwill Fisherman's Co-operative Society (1987), Calliaqua Fisherfolk Co-operative (CALFICO) (2004), Barrouallie Fisheries Development Co-operative and North Leeward Fisheries Development Co-operative Society.

The Goodwill Fisherman's Co-operative has a membership of about 90 and provided services such as sale of fuel, oil and fishing gear. It was pointed out that its strengths were in relation to being able to provide services to members at affordable prices, and to represent them on fisheries related issues to the Government. The main weakness was identified as the inability to recruit competent persons to manage the cooperative. CALFICO, with a membership of 88 fishers, was established at the Calliaqua Fisheries Centre to provide services in relation to fish storage, production of ice for fishing activities and marketing of fish. It was a functioning society with a management structure that enabled it to provide good services, but not all of their needs, such as being able to purchase fuel and limited number of lockers, were being met. There was poor attendance at meetings.

Barrouallie Fisheries Co-operative Society has 17 members, and has its own facilities at the Barrouallie Fisheries Centre with a manager/clerk. However, the Cooperative was experiencing difficulties in implementing its strategic plans due to a non-functioning Board of Directors, poor record keeping and lack of membership support. The North Leeward Fisheries Development Co-operative, with a membership of 20, is now being developed and has regular meetings.

### **6.11.1 Discussion**

The discussion acknowledged the deliberate effort by government to empower local fisherfolk cooperatives by transferring facilities to them but noted the lack of capacity by the cooperatives to maintain viable enterprises.

## **6.12 Trinidad and Tobago**

The marine environment of Trinidad and Tobago can be described as being mixed, with freshwater and estuarine influences from being downstream of the major river systems of northeast South America e.g. the Orinoco and Amazon rivers. The fishing industry is largely artisanal based on resources occurring in the coastal and territorial waters and consists of multi-species, multi-gear and multi-fleet operations. There are sixty-five (65) landing sites in Trinidad (2003 census) and forty-five (45) in Tobago (1991 census). It had been estimated that 15,000 persons were directly and 30,000 persons indirectly involved in the fishing industry.

Trinidad has twenty-seven (27) fishing organizations, with nineteen (19) being associations and eight (8) cooperatives. Fishing associations consist mainly of groups of fishermen in their respective communities and tended to be informal organizations with no legally binding instruments while the co-operatives were organised legal entities. The primary role of the fishing organizations in Trinidad and Tobago was to address issues that impacted on the livelihoods of the fishing community so that fisherfolk could enjoy the benefits of a regular income. However, most of the organizations were dormant, with a tendency to quickly regroup in reaction to events that may impact upon their fishing operations, as it had been generally recognized that there was faster resolution of conflicts when representations was made by groups as compared to individuals.



The most stable fishermen's organisation existing in Trinidad was the Cedros Fishing Cooperative, which operates the Cedros Fishing Centre, consisting of a boat/net repair shed, storage lockers, caretaker's quarters and retail market. Unlike other fishing cooperatives, the Cedros Fishing Cooperative could be considered to be self-sufficient as it operated a gas station, post office and a lottery outlet. The Toco Fisherman Cooperative, after being dormant for some years, was revived in September 2004. However, after a period of six (6) months, the cooperative became inactive due to the lack of participation of its members. In March 2006, the Toco Fishermen Association was formed and was making progress.

In 2004, the Women In Fishing Association (WIFA) was formed, with its members being fisherwomen who are vessel owners as well as wives of vessel owners and fishers residing in the Mayaro-Guayaguayare area. All members have participated in net repair and fish processing courses, which were conducted by the Caribbean Fisheries Training and Development Institution (CFTDI) of the Ministry of Agriculture, Land and Marine Resources.

#### **6.12.1 Discussion**

The discussion highlighted the challenges faced by fisher cooperatives for avoiding becoming dormant after a period of heightened interest by members.

### **7.0 PREPARATION OF COUNTRY PROFILES AND PROFILE OF A FISHERFOLK ORGANIZATION IN THE RESPECTIVE COUNTRIES**

Draft forms entitled: "Profile of Fisherfolk Organization (Community) Country/Territory" were provided to the representative/team from each country for completion. This form was amended and refined by the group into two profiling formats (1) Country Profile Format of Fisherfolk Organizations (Primary and Secondary) (**Appendix 3**), and (2) Profile Format of a Primary Fisherfolk Organization (**Appendix 4**). Using the refined forms, the representative/team from each country worked to: (a) profile fisherfolk organizations in their respective countries, and (b) profile a single fisherfolk organization. Each country team then made presentations in plenary.

#### **7.1 Discussion**

During the discussions, the following matters emerged:

- The need to be sensitive while addressing the socio-political environment in each country.
- The need to devise innovative ways to promote the organisation of fishers' groups to foster their economic development and a play a role in advocacy.
- The need for government policies that encouraged consultation and participation in the fisheries management and development process as these could assist in promoting the organisation of stakeholder groups.

During the course of this discussion, there was recommendation for the placement of a decompression chamber at the South Coast United Fisherfolk Association to assist fishers who frequently suffer from "bends" while diving.

## **8.0 PREPARATION OF DRAFT BRIEFING NOTE ON FISHERFOLK ORGANIZATIONS IN THE CARIBBEAN**

The Facilitator advised participants that under the Awareness and Promotion Campaign to promote the formation of CARNUFO, key stakeholders would need to be further sensitised to the benefits of forming NFOs and CARNUFO. He also indicated that a Briefing Note on Fisherfolk Organizations in the Caribbean had to be prepared, with the 2003/2004 Needs Assessment Study being used as a guide.

Based on a review of the Study, participants agreed that the Briefing Note should focus on the following:

Needs Assessment Studies and contribution of participants:

1. Numerous community-based primary organizations that are insular, but few national umbrella or apex organizations.
2. The need for strengthening and capacity building at both the primary and national levels, noting that strengthening and capacity building at the primary level only will not achieve the goal of effective co-management for purposes such as resource-base conservation/management.
3. Fishers, in the context of fisherfolk organizations, appeared to be concerned with addressing their immediate needs first; followed by community and resource needs that did not address issues of sustainability.
4. Strong hold of executives at the fisherfolk organization level and centralised control by Government representatives were not conducive to participation by all in the fisheries management process.
5. Need for good governance at all levels, with key factors being the strengthening of economic base of fisher folk organisations at the primary and secondary levels, decentralised government, and improved mechanisms for consultation and participation in the fisheries management and development process.
6. Records at some national fisherfolk organization show superior benefits of:
  - (a) Broad representation / effective leadership
  - (b) Enhanced ability to influence public policy and decision-making at national level.
  - (c) Greater access to credit facilities
  - (d) Greater resource mobilization
  - (e) Networking on a national scale.
7. Specified areas of capacity building identified:
  - (a) Organizational / financial management
  - (b) Leadership
  - (c) Communication, modernization/networking (electronic media)
  - (d) Education / training

## **9.0 RATIONALE AND OBJECTIVES FOR THE FORMATION OF PRIMARY AND NATIONAL FISHERFOLK ORGANIZATIONS**

The Facilitator made a presentation on the rationale and objectives for the formation of primary and national fisher folk organisations, with the main points being:

- (1) Community-based groups in pursuit of common goal(s) could empower the individual as well as the community.
- (2) Empowered community based groups would be better able to widen the economic space for their members through means such as capacity building, advocacy, networking and by taking advantage of business opportunities.
- (3) Community based groups would have a higher profile and greater capacity than an individual and would be better able to contribute to co-management of the resource base that members have a proprietary interest.
- (4) Fisher folk organisations could make use of opportunities available for accessing assistance from both government and external agencies for institutional development.
- (5) Community and political leaders have a need for focal points for forging legitimate community consensus.
- (6) Conservation and management of fisheries and the ecosystem.

### **9.1 Discussion**

The following matters emerged from the discussions:

- Cooperatives should apply caution as they expanded or diversified away from their core activities, and should seek to work within their limits.
- Fishers should be encouraged to save more towards their retirement, with likely investments in insurance plans and other saving instruments.
- The likely impact of the CSME on fishing activities, especially trade in fish and fish products.
- The value of cooperatives as grass roots organisations.

## **10.0 SCOPING AND EXAMINATION OF THE REPORT OF ORGANIZATIONAL NEEDS ASSESSMENT OF CARIBBEAN FISHERFOLK ORGANIZATIONS**

The Facilitator gave an overview of the Needs Assessment Report and the method of scoping. He then explained that four groups would be formed to review and comment on specific sections of the said Report, with these being as follows:

### **Group 1: Anguilla, Antigua and Barbuda and Barbados**

Review of Section 2.1.2 *Mandates, Goals and Objectives*

**Group 2: Belize, British Virgin Islands, Dominica**

Review of Section 2.1.4 *Resource Mobilization* and 2.1.5 *Strengths and Weaknesses of the Organisation*

**Group 3: Grenada, Jamaica, St. Kitts and Nevis**

Review of Section 3.1.1 *Membership* and 3.1.3 *Working Relationships*

**Group 4: St Lucia, St. Vincent and the Grenadines, and Trinidad and Tobago.**

Review of Section 2.1.3 *Provision of services* and 3.1.6 *Networking*

The tasks given to each group were as follows:

- (a) Identify fishers' biases, interests, concerns, problems etc.
- (b) Account for fishers' biases, interests, concerns, problems etc.
- (c) Suggest how these biases, interests, concerns, problems etc. may be addressed by government policy, or fishers themselves
- (d) Suggest how they may be addressed by interested external stakeholders/partners.

Following on this exercise, each group (via a chairperson) presented a summary of their findings in plenary. A summary of the group findings is given at **Appendix 5**.

## **11.0 PROCESS OF NEGOTIATING FOR THE STRENGTHENING AND/OR FORMATION OF PRIMARY OR NATIONAL FISHERFOLK ORGANIZATIONS**

The presentation commenced with a definition of the term, *negotiation*, which was given to be 'an engagement between or among parties with the purpose of generating an agreed upon outcome.'

The Facilitator explained that in the forming of new, or reviving of dormant cooperatives / organizations there was need to negotiate with fisherfolk, village elite or important significant persons and other persons with interest in fisheries and NGOs, with the recognition that these persons / entities would have their terms of negotiation. Also, it was pointed out that there would have to be negotiations with the Government as well as they too would have a stake in the outcome. He expressed the hope that the participants present would initiate these negotiations or be involved in the negotiation process. He indicated that in initiating such negotiations, they would have to determine the point at which to start, and raised the question as to whether it would be with the community, fishers, or the wives of the fishers. He stressed that the strategy was not to impose positions, but to educate, inform and guide.

He indicated that they should have clear in their thoughts the subject of the negotiations, be it a defunct or dormant or new organisation as the process of negotiation would not be same for all situations. He further indicated that the participants / negotiators should be clear about the beneficiaries of the negotiations, e.g. in the case of the reactivation/formation of fishers organisations, fishers would be direct beneficiaries and government would be the indirect beneficiaries. He mentioned that the negotiators should ensure that all the stakeholders are identified and the key participants included in the negotiations. He cautioned that negotiators should not give false hope, or leave out the not so pleasant parts, noting that if the road got rough and participants in the negotiating process were not prepared then the negotiator could be left to do all the work.

## **12.0 NATIONAL, UMBRELLA AND APEX ORGANIZATIONS (Working Group Session)**

The Facilitator pointed out that based on current inter-governmental initiatives for fisheries management and development, with the inclusion of the various stakeholders, there was need to involve community-based fisherfolk organisations, using a strategic plan of action, with objectives aimed at: (1) Improving incomes, (2) Improving standards of living, and (3) Fostering co-management of the resource base in response to threats / habitat mismanagement. He indicated that under the CTA / CRFM Project Member States had been placed in three groupings according to presence of primary and / or secondary fisherfolk organisations or absence of any form of fisherfolk organisation. However, he noted that at both the primary and secondary organisational levels, some fisherfolk organisations were functioning well while others were not, and stated that there was a strong need for institutional strengthening and capacity building. He then pointed out that for purpose of the working group exercise three groups would be formed to address the following:

### **12.1 Group composition and tasks**

#### **12.1.1 GROUP 1 - Barbados, Belize, Jamaica and Trinidad and Tobago**

*Task:* Using the experience of countries having primary fisherfolk organizations with successful initiative in forming national organizations, some functional, others weak or threatened, and where there is a strong need for institutional strengthening and capacity building, address the following questions:

1. Outline the causes for the formation of the secondary organisation, e.g. a felt need, response to a crisis, etc.
2. Identify the conditions favouring or disfavouring the maintenance of the national organization.
3. What were the gains made and the lessons learnt?
4. Would strengthened and capacitated national fisherfolk organisations fulfill the goals and purposes set out in the Project, especially co-management?

#### **12.1.2 GROUP 2 - British Virgin Islands, Dominica, Grenada, St. Lucia**

*Task:* Using the experience of countries with primary fisherfolk organizations with failed efforts at forming functional national organizations, and where there is a strong need for institutional strengthening and capacity building, address the following questions:

1. What caused the failed attempt at forming national fisherfolk organizations?
2. What are the conditions currently favouring or disfavouring the formation of national fisherfolk organization?
3. What are the lessons learned and the conditions to be created if national fisherfolk organizations are to be formed so as to fulfill the goals and purposes set out in the project especially co-management.

### **12.1.3 GROUP 3 - St. Kitts and Nevis, St. Vincent and the Grenadines, Antigua and Barbuda and Anguilla**

**Task:** Using the experience of countries with primary fisherfolk organizations but with no attempts at forming national fisherfolk organization, and where there is a strong need for institutional strengthening and capacity building, address the following questions:

1. Enumerate the reasons why primary fisherfolk organizations never formed a secondary fisherfolk organization (e.g. if physical, socio economic or socio cultural factors were responsible).
2. What conditions would have to be created if a national fisherfolk organization would be formed (e.g. Conditions that might be created by government, fishers etc. if the goals and purposes set out in the document especially co-management would be fulfilled?)

At the end of the Working Group Sessions, Working Group deliberations were shared with the Workshop. Summaries of the groups' presentations are given at **Appendix 6**.

### **12.2 Discussion**

During the discussions, it was recommended that in countries such as Anguilla, where there was no fisherfolk organisations, could first set up an “interim” national body with representation from across the country and use this as the vehicle to set up primary groups in local communities.

It was also pointed out that in terms of the roles and functions of apex bodies, there were two models, with these being:

#### **Model 1 “Limited Model” (the experience of Barbados, Trinidad and Tobago, Belize)**

The functions of the apex body were limited to coordinating, networking, and serving as a national advocacy group. The apex group did not compete with the existing activities of the primary organizations, for example the apex bodies did not do direct marketing of fish, etc. but would source markets for its primary bodies.

#### **Model 2 “Wider Model” (the experience of Jamaica)**

The function of the apex body was not limited to, but included coordinating, networking, and serving as a national advocacy group, but the organization was so structured and supported legally so as to act as a marketing and service agency for the primary organisations.

### **13.0 CREATION OF NATIONAL FISHEROLK ORGANIZATIONS AND ROLE AND OPERATIONS OF NATIONAL FISHERFOLK ORGANIZATIONS (Working Group Exercise)**

These two topics were linked and dealt with together, with the strategy being used to first brainstorm in small groups and then together for a wider discussion. The participants were placed in two groups.

Group 1: Anguilla, Belize, Grenada, St. Vincent and the Grenadines, St. Lucia and Trinidad and Tobago.

Group 2: Barbados, Jamaica, Dominica Antigua & Barbuda, St. Kitts and Nevis, and British Virgin Islands.

The groups were tasked to:

1.
  - (a) Outline the steps to be taken in getting ready primary fisherfolk organisations for the limited purposes of joint representation (advocacy) etc. only;
  - (b) Which were the focal persons or agencies to deal with in this effort; and
  - (c) Match their initiative with a time frame.
2. Outline implications of introducing the idea of the national fisherfolk organisation being involved in the wider role and functions e.g. commerce, and try to determine the reaction of primary fisherfolk organisations.
3. Determine whether existing legal and institutional / administration provisions facilitate or provide for:
  - the “limited functions” of national fisherfolk organisations
  - the wider functions of national fisherfolk organisations

**NB:** Please cite laws/regulations institutional/administrative arrangements, in place and indicate jurisdictions (countries).

**NB:** Please provide a checklist that may be used by participants on return to their homes.

A summary of the deliberations of the Groups can be seen at **Appendix 7**.

### **13.1 Discussion**

In terms of the model of NFO which could be utilised for the setting up of new umbrella fisherfolk organizations, participants suggested that the limited approach could be adopted in the first instant and then NFOs could expand to take on the role of the wider model, if the situation was conducive.

It was opined that, bearing in mind the laws in relation to regulation of cooperatives, etc., both the fisheries and cooperative departments should work together, with the fisheries departments taking the lead in promoting and encouraging the establishment of primary and secondary fisher folk organisations. It was recognised that the role of the cooperative department in providing oversight to the management and operations of fisherfolk groups was critical to their success.

### **14.0 DRAFTING GUIDELINES AND STRATEGY FOR CONDUCTING NATIONAL CONSULTATIONS ON THE STRENGTHENING OF EXISTING AND / OR FORMATION OF NATIONAL FISHERFOLK ORGANIZATIONS IN TERMS OF A REGIONAL VESTED INTEREST**

The Facilitator indicated that the main actors in this consultation would be (1) The primary fisherfolk organisations (2) The Fisheries Management Authority (3) The Competent Authority (e.g. The Registrar of Cooperatives etc), (4) Central government (perhaps as the agency mandating this inter-governmental / political initiative), and mentioned that the following should be noted:

1. The primary fisherfolk organisations in a community will have their vested interests, which they would seek to protect and others that they would seek to promote. Consultations with

fisherfolk / fisherfolk organizations by implication represented a bottom up approach, and thus the consultation should be seen as a grass root initiative. During the consultations with the fisherfolk organization as a unit, the current status, capacity, vision / plan should be examined, to determine the environment of the fisherfolk organisation.

2. The Fisheries Management Authority in terms of its relationship with the fisherfolk organisation. The extension functions, of the Authority re: its human resources, for example Extension Districts Officers would be vital in this process. Its general capacity to participate in the process should also be noted.
3. The Competent Authority has its role in engaging fisherfolk organisation and community based institutions and must be involved in terms of Extension Districts / Division of responsibilities.
4. Central government, the agency mandating this inter-governmental / political initiative. Its role would be mediating / coordinating and promoting the process for formation of national fisherfolk organisation (institution), as well as providing direction (Cabinet level direction) for the process.

#### **14.1 Discussion**

From the ensuing discussion it emerged that interacting with fishers was viewed as a great challenge to the cooperative department, but it was suggested that they make every effort to carry out their mandate and participate in the Project. It was recognised that cooperative departments tended to concentrate more on the provision of financial services (e.g. Credit Unions, etc.) and less on the formation of fisherfolk organisations, but participants opined that with an apparent shift in policy in some countries, where the credit unions will no longer be supervised by the cooperative department, this would leave the cooperative department more resources to deal with fisherfolk organisations. Also, in countries such as Dominica, there was a strategic plan to deal with non-financial organisations. In addition, participants noted that fishers were not as well informed about the services offered by the cooperative department, as they should be. It was recommended that the cooperative and fisheries departments should pool their resources together to better assist the fishers and their organisations.

Following on the above, participants were divided into two groups to further brainstorm, with the task being to perform an in-depth examination of the key actors in the process of institutional strengthening, capacity building of existing national umbrella fisher folk organisations and formation of new ones. Summaries of the group presentations to the workshop are set out at **Appendix 8**.

#### **15.0 AVENUES FOR FISHERFOLK TO PARTICIAPTE IN CO-MANAGEMENT**

The Facilitator in his presentation made the following points:

- Governments of the region appeared to be supportive of the move to collaborate with fishers, especially as it related to management of the resource (co-management), and this could contribute to the objective of improving the socio-economic space and incomes of fishers.
- Government would probably find it difficult to work with all the different primary organisations and hence would find it more convenient to engage with a single focal body.



- In the past, Governments have often used the top–down approach (command and control) in management of fisheries resources, this approach did not appear to be successful, especially in open access situations. Governments appear to be now moving away from the top-down approach towards a bottom-up, co-management approach.
- Government policies on resource management have failed because they have found it difficult to apply them consistently in the multi-species fisheries environment.
- The coming into being of the Corporate Services Manager and subsequently the CSME would pose new challenges and opportunities for fisheries management and development.

### **15.1 Discussion**

Most of the discussions were centred on the impacts of the CSME, and likely Common Fisheries Policy on sustainable fisheries development, with participants expressing some concern about the accessing of resources in each other’s fishery zones.

### **16.0 CONDITIONS TO STRENGTHEN AND/ OR CREATE NATIONAL FISHERFOLK ORGANIZATIONS**

**NB.** From this point to the end of the Workshop the sessions were facilitated by Ms. Michelle Peters.

#### **Road Map**

The Facilitator, Ms. Michelle Peters, who had been brought in by the Facilitator to assist in the delivering the remainder of the Workshop, made a presentation that covered both topics, and then the participants were broken up into working groups.

During her presentation, the Facilitator indicated that the proposed structure to be used for new national fisherfolk organizations could take the form of an umbrella body that would represent all fisherfolk organizations whether it is a co-operative or an association. The possible functions of the national fisherfolk organization could include: to represent all fisherfolk organizations in liaising with government on common problems among fisher folk organizations; to promote interest and co-operation among all fisher folk organizations and other regional and international fisher folk organizations; to assist in building the capacity of the fisher folk organizations through training, technical assistance and advisory/consultancy work and to assist all fisher folk organizations in maintaining a high standard of management and proper governance of the organization.

She pointed out that some of the challenges that could be experienced in the setting up of a national fisherfolk organization were resistance from primary fisher folk organization members; lack of knowledge of the industry, government, finance, and governance; maintenance of the national fisherfolk organization, with ways to be considered being payment of dues by primary fisher folk organizations to the national fisherfolk organization, and fees for services rendered to the primary fisher folk organization; employment of staff to carry out the day to day operations,; appointment of a Board of Directors to manage the affairs of the organization and seeking support from local, regional and international funding agencies.

She identified the following conditions for the creation of a national fisherfolk organization:

- Government policy;
- Effective and efficient primary fisher folk organizations;
- Proper governance, including transparency and accountability in the organization;
- Proper policies and procedures in place; and
- Appropriate regulatory and supervisory control being provided.

In terms of the process for setting up an NFO, the Facilitator mentioned the following:

- Dialogue with the individual primary fisher folk organizations;
- Need to sell the idea of the benefits to be derived by having a national fisherfolk Organization;
- Need to educate the public on the setting up of the national fisherfolk organization;
- Dialogue with and among fisheries officers and co-operative officers; and
- Dialogue within fishing communities

The following instruments for communicating the message were also identified:

- Panel discussions on radio and television;
- Public meetings in various communities;
- Fliers;
- Brochures on benefits of the national fisherfolk organization; and
- One-on-one dialogue with members of the primary fisher folk organizations.

The Facilitator then identified the working groups' tasks as: develop guidelines and protocol for representation, advocacy, networking, communications, training promotions, awareness etc.

Participants were divided into three working groups, which met and then made presentations in plenary.

## **17.0 INTRODUCTON TO IN-COUNTRY NETWORKING PROCESS**

In the presentation, the Facilitator explained networking as follows:

1. The ability to pool/link people, communities and countries together.
2. The process in which one could form linkages between national fisherfolk organisations and the government.

She indicated that good networking facilitated the transmission of information in the shortest possible time using modern technology e.g. telephones, internet, VHF radio, mass media, etc. She mentioned that networking could start with the fishers and their organisations, and that an initial point could be the creation of a directory of fishers' organisations as this could assist in ensuring the efficient flow of information among primary and secondary organisations. The importance of regular meetings and the reports from such meetings in the networking process was stressed, with the fisheries and cooperative extension officers being identified as key facilitators in this process. The use of such tools as websites, newsletters, etc. in sharing information and putting out notices about meetings, agendas, etc.

was also mentioned. She also informed the participants that the identification of key networking points / reliable contact persons was important in the process of networking.

### **17.1 Discussion**

One of the participants from Jamaica shared their experience in networking, indicating that they had contact persons at the primary level, and made use of mass communication, notice boards, websites, telephone, facsimile and marine radios. The representative from Anguilla noted that they used a VHF system to link their fishers, while the representative from Barbados indicated that the umbrella organisation passed information to the primary organisation through specific contacts.

It was noted that the communication systems of the fishers and related agencies would have to be developed to facilitate effective networking and the establishment of CARNUFO.

## **18.0 CAPACITY BUILDING PROCESS**

In her presentation, the facilitator indicated that as part of the institutional development of primary and secondary fisher folk organisations the following skill areas would need to be addressed: planning, accounting, marketing, customer relationships and advocacy. She highlighted the need for good governance and effective planning at the organisational and business levels. She then touched on some aspects of the areas mentioned, such as the need for transparency and accountability; good record and inventory keeping in accounting; ability to plan and market the organisation and its goods and services to the members and other clients; principles of good customer relations and formal communications with clients and the public.

### **18.1 Discussion**

Following on this presentation, participants discussed such matters as the need for integrity and honesty among board members; the role of the cooperative department and national fisher folk organisation in training and development; enforcement of penalties when rules are breached; and the need for all involved to be aware of the regulations governing their operations. Participants also opined that cooperatives and fisher organisations should be able to access the skills of managers, accountants, planners, etc. within their communities if such persons were willing to assist in the development of the organisation.

## **19.0 UTILIZATION OF CONVENTIONAL AND ELECTRONIC TREATMENT AND THE DEVELOPMENT OF GUIDELINES FOR THEIR APPLICATION**

In her presentation, the Facilitator touched on conventional means of communication, such as letters, telephone, facsimile, etc. and discussed them in relation to electronic means of communication such as the internet, websites, emails, texting, etc. The formalities involved in electronic communication were also addressed, with the need for maintaining the security of electronic systems; good record keeping, including the need for 'back-up' records; and caution with regards fraud, etc. being committed on the internet.

The participants were divided into three groups, with the task of the groups being to discuss and outline guidelines for the utilisation of conventional and electronic forms of communication in fisher folk organisations.

## **19.1 Discussion**

The benefits of the electronic tools were recognised by the participants, but their admissibility in cases in which the fisher organisation may have to resort to the courts, etc. was raised, with this being identified as an issue for research. Also, the need for training in the use of electronic forms of communication was identified as an area to be addressed.

Participants recommended that the CRFM should assist fisher organisations in obtaining the electronic equipment and training required to improve on their capabilities for electronic communications and networking.

## **20.0 DISCUSSION AND PREPARATION OF PROPOSAL FOR IN-COUNTRY TRAINING PLAN FOR FISHERFOLK ORGANISATION (PRIMARY AND NATIONAL) Working Group Session.**

Participants were divided into three groups, and each group given the task of preparing an in-country training plan for primary and secondary fisherfolk organisations. The three in-country training plans are given at **Appendix 9**.

## **21.0 THE PROJECT AS AN INSTRUMENT FOR MANAGEMENT AND DEVELOPMENT WITH FISHERFOLK ORGANIZATION**

The Facilitator made a presentation on the project cycle, covering such areas as project identification, planning, implementation, monitoring and evaluation. Then the CTA TOR: Development of Caribbean Network Fisherfolk Organizations was used as a case study during a working group session, with each group being asked to:

Review the TOR / Project in terms of the rationale, objectives, approach to project implementation and management and provide comments. The comments were discussed in plenary.

## **22.0 IDENTIFICATION AND OUTLINING OF A SMALL FISHERY-BASED FISHERFOLK PROJECT: Working Group Session.**

Participants were divided into 3 groups, with the task being: Identification and outlining of a small fishery-based / fisherfolk project.

*Group # 1* - Trinidad and Tobago, St. Vincent and the Grenadines, St. Lucia  
*Project Title:* To resolve conflict among the users of the marine environment.

*Group # 2* - Anguilla, Antigua and Barbuda, Barbados, Belize  
*Project Title:* Acquisition of an ice machine to aid in improving the quality of locally produced fish for consumption.

*Group # 3* – British Virgin Islands, Dominica, Grenada, Jamaica St. Kitts and Nevis  
*Project Title:* Conservation of Fishery Resource at Pedro Bank

All three projects were presented in the format of a Project Profile.

## **22.1 Discussion**

Each project was presented in plenary, with participants recognising the need to be specific and concise in presenting information / facts; setting out clear and measurable objectives; the links between objectives, activities and outputs; and the need for realistic implementation schedules.

### **23.0 FORMULATE A BRIEF PROJECT WITH ACTIVITIES FOR INSTITUTIONAL STRENGTHENING OF LOCAL FISHERFOLK ORGANISATIONS (Working Group Session)**

The group undertaking this task was comprised of Grenada, Jamaica St. Kitts and Nevis, St Lucia, St. Vincent and the Grenadines, Trinidad and Tobago, with the topic being Institutional Strengthening of Local Fisher Folk Organisations. The presentation is given at **Appendix 10**.

### **24.0 FORMULATE A BRIEF PROEJCT WITH ACTIVITIES FOR INTRODUCING AND LAUNCHING NATIONAL FISHERFOLK ORGANIZATIONS**

The group undertaking this task was comprised of Anguilla, Antigua and Barbuda, Barbados, Belize, British Virgin Islands, and Dominica, with the project being Introduction and Launching of Dominica National Fisher Folk Organization. The presentation is given at **Appendix 11**.

### **25.0 NETWORKING ARRANGEMENTS FOR FISHERFOLK ORGANISATIONS: MECAHNISMS FOR COMMUNICATIONS; ADDRESSES/REFERENCES (ELECTRONIC /CONVENTIONAL).**

Participants referred to the previous discussions and recommendations on this topic and reiterated the need for the development of directories of national and regional fisherfolk and related organisations. They also, as a start of networking among themselves and their organisations, received copies of the List of Participants (**Appendix 1**).

### **26.0 WORKSHOP CLOSURE**

The Workshop came to a close with remarks by the Programme Manager, Fisheries Management and Development, who commended the participants and facilitators for the efforts they put into completing the two weeks of presentations, discussions and working groups exercises on the topics set out in the agenda, and expressed the hope that they would return to their countries and agencies fully committed to participating in the implementation of the entire Project that would lead to the formation of CARNUFO.

Mr. Francis Calliste, Grenada, thanked the CTA, CRFM, facilitators, Secretariat staff and caterers for a job well done in delivering and servicing the Workshop.

### **27.0 WORKSHOP EVALUATION AND RECOMMENDED FOLLOW-UP**

The Training of Trainers Workshop was planned and conducted as an integral part of the CTA / CRFM Project: *Development of Caribbean Network of Fisherfolk Organizations 2006 - 2008*.

## **27.1 Workshop Methodology and Facilitation**

Consultations between the Programme Manager, Fisheries Management and Development, CRFM Secretariat and the Facilitator with respect to the Terms of Reference allowed for consensus on the scope and orientation of the workshop. An assessment of existing conditions highlighted the following key areas to be addressed:

- (i) Educating participants on the existing situation with respect to both national and primary fisherfolk organizations in the region;
- (ii) Challenges for sustaining involvement of fisherfolk organizations in co-management as an avenue for securing their own vested interests;
- (iii) Determining the best model for the establishment and maintenance of a regional network of national fisherfolk organizations (CARNUFO).
- (iv) Identifying critical vested interests and their interrelationships, at the country level.
- (v) Building consensus on specific mechanisms for establishment and maintenance of fisherfolk organizations, such as a strategic plan of action, especially at the country level, which would include institutional strengthening and capacity-building programmes.

## **27.2 Delivery of the Workshop**

In keeping with the suggestion from the CRFM Secretariat to the Member States, the two participants attending the Workshop from each State were drawn from the Fisheries Department, and Cooperative Department or National or Primary Fisherfolk Organisation. The orientation of the Workshop targeted this mix of persons and used it advantageously. A challenge that was anticipated and met was that of making participants cognisant that the task of facilitating establishment and/or maintenance of the fisherfolk organizations and CARNUFO must include generating the support of senior governmental officials at the national level.

In all cases the daily format for the workshop was to deliver a presentation or interactive exercise geared to provide knowledge, skills, competencies or attitudes on a salient topic, theme or issue, followed by relevant group exercises aimed at achieving specific outputs. Then, each group was required to make a presentation in plenary for discussion and recommendations, if necessary.

The themes or topics that seemed to provide best opportunities for enhancement of knowledge and skills were: examination of the environment under which fisherfolk organizations operated; examination of the results of the diagnostic needs assessment report (DNAR); a secondary analysis of the DNAR; and examination of the declared values and needs of the fisherfolk organization. Those that seemed to best generate enhancement of competencies were: workshop discourse and shared experiences by participants, i.e. experiences that were shown to have striking commonalities among the countries represented. Among the themes or topics that seemed to best create attitudinal responses were: consensus-building discussions on various workshop topics and the types of fisher and fisher group behaviour that were common to the fisheries in all countries. Notably throughout the workshop sessions that were geared to deal with issues of vested interests of Government versus fishers versus Government policy implementers (Public Servants), participants were highly guarded in their assessment of the factors disenabling the goals of the overall project. However, the issues concerning the roles of vested interests and constraints of those who must facilitate the attainment of the project goals were fully discussed and documented.

Workshop participants fully acknowledged a high level of skepticism held by fishers in all the countries concerning the capacity of primary and even national fisherfolk organizations to satisfy all the vested interests of fishers. They also expressed their own skepticism with regard to the capacity of primary and even national fisherfolk organizations to make the most meaningful contribution to the fishery community if they continued to pursue their present orientation i.e. engaging in less than viable commercial activities in order to be seen as enhancing economic opportunities for the community of local fishers. The Workshop fully examined major constraints, limitations and various disabling conditions for increasing fishers' economic space.

The engagement that took place between fisheries extension officers and cooperative personnel at the Workshop provided an opportunity for open discussion on the critical need for both groups of persons and agencies to collaborate, especially as the cooperative officers were the (legal) competent authority for engaging fisherfolk organizations.

The Workshop was evaluated using participants' responses to a questionnaire. Based on ten questions and using a five-point rating scale, the Workshop was given a 3.5 average rating (about 70.2%). Higher ratings were identified with responses related to how the national fisherfolk organization would be created and sustained, while lower ratings were given to the issue of enhancement of knowledge.

### **27.3 Findings, Lessons Learned and Proposals for Follow-up Action**

The Workshop exposed a number of key issues, with the main ones for follow-up including:

1. Skepticism held by fishers concerning the capacity of their local fisherfolk organizations to deliver economic benefits (their primary concern) to them.
2. Apprehension held by some public officials concerning endowing fisherfolk organizations with greater capacity to directly deliver economic benefits to the fisher community.
3. The lack of institutional capability to effectively apply management controls on the behaviour of especially artisanal fishers in terms of (i) control of fishing capacity, (gear and methods impacting on the stock) and (ii) control of fleet capacity, number of vessels (economic over-capitalization), and (iii) the lack of consensus on conservation measures to be applied.
4. The need for generating consensus within and among local Government ministries, especially between Ministries of Fisheries and those of Cooperatives, concerning the benefits of establishing and maintaining National Fisherfolk Organizations in the context of CARNUFO.

In the view of the facilitator, after observing the Workshop discourse and with the report of the DNAR survey, Governments must facilitate the following deliberate initiatives:

1. Formulate and implement a set of strategic policy measures that would directly address issues related to the economic enhancement of fishers in the context of fishing cooperatives or fisher-folk organizations.
2. Facilitate and maintain a formal mechanism for fisheries co-management at the national level, through national fisherfolk organizations acting as reference points. Enable fishers to shoulder equitable responsibility for resource management.

3. Promote alternative livelihoods for fishers in the face of increasing evidence of stocks and habitat depletion, especially on coralline shelf environments.

Such initiatives should directly address the goals of improved income earnings, and higher standards of living, together with the seemingly implacable issues of fisher responsibility for sustainable management (utilization) of fisheries resources in the Caribbean.

The core follow-on issue for this project would appear to be generating a “*buy-in*” of the process at the country level. This requires creating greater awareness among policy makers and relevant senior public officials concerning establishment and/or maintenance of national fisherfolk organizations within the context of a co-management framework.

#### **27.4 The Government / Fisherfolk Organizations Engagement**

Three approaches would be needed.

##### **Approach #1**

For the countries having Primary Fisherfolk Organizations but no National Fisherfolk Organization.

A facilitator working through the CRFM would make contact with the lead Ministries (Fisheries and Cooperatives) and provide briefing notes on the process so far. He/she would work with the Chief Fisheries Officer, Chief Cooperatives Officer (Registrar) and the respective country participants to initiate dialogue with the in-country primary fisherfolk organizations leading to the convening of a consensus-building meeting to promote the formation of a national fisherfolk organization. The meeting should be facilitated by the responsible government agencies, the objective being an agreement in principle to form a national fisherfolk organization.

Please note that the facilitator through the CRFM will provide the briefing notes for the relevant stakeholders, with a brief concept paper being an integral part of the notes.

A follow up initiative would facilitate a formal establishment of the respective national fisherfolk organizations, which would provide representation at CARNUFO when constituted.

##### **Approach # 2**

For countries having National Fisherfolk Organizations.

Similarly, a facilitator working through the CRFM would make contact with the lead Ministries providing the briefing notes and concept paper for CARNUFO.

##### **Approach #3**

For countries having no primary fisherfolk organization or where a primary organization may be defunct, the fishers, in collaboration with the Co-operatives Authority, should be assisted in establishing or reviving a representative body with help from the CRFM.

In all cases the facilitator, through the CRFM, should generate an initial database, for contacts, at the country level. This can be informally initiated with the help of Chief Fisheries Officers at the country level.



# **APPENDICES**

## **APPENDIX 1: List of Participants**

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**APPENDIX 2: Draft Agenda for Training of Trainers Workshop for Fisheries Extension Officers to enhance their Skills to provide better Information, Advisory and Training Services to Primary and National Fisher Folk Organizations, December 4 – 14, 2006**

**December 4, 2006**

08:30 – 09:00	Registration of Participants (CRFM)
09:00 – 09:10	Welcome (CRFM)
09:10 – 09:20	Review of Agenda & Workshop Arrangements (CRFM)
09:20 – 09:50	Presentation: The Workshop as part of the Process for Institutional Strengthening of Fisher Folk Organizations in the Caribbean. (Facilitator)
09:50 – 10:30	Presentation: The Environment for Fisher Folk Organizations (Facilitator)
10:30 – 10:45	<b><i>Coffee Break</i></b>
10:45 – 12:45	Country Reports
12:45 – 13:45	<b><i>Lunch</i></b>
13:45 – 15:15	Preparation of Country Profiles - Presentation (Facilitator) - Working Group Exercise
15:15 – 15:30	<b><i>Coffee Break</i></b>
15:30 – 16:00	Working Group Presentations Comments / Review
16:00 – 16:30	Initiation of Process to Draft Briefing Note on Fisher Folk Organizations in the Caribbean

**December 5, 2006**

09:00 – 10:30	Rationale and Objectives for the Formation of Primary and National Fisher Folk Organizations - Presentation (Facilitator) - Discussion
10:30 – 10:45	<b><i>Coffee Break</i></b>
10:45 – 12:30	Working Group Session: Country Participants - Profile of a Fisher Folk Organization in their respective Countries

12:30 – 13:30	<b><i>Lunch</i></b>
13:30 – 15:15	Working Group Presentation of Profiles and Discussions
15:15 – 15:30	<b><i>Coffee break</i></b>
15:30 – 16:30	Working Group Presentations and Discussions cont'd

**December 6, 2006**

09:00 – 10:15	Scoping and Examination of the Report of Organizational Needs Assessment of Caribbean Fisher Folk Organizations (Facilitator)
10:15 – 10:30	<b><i>Coffee Break</i></b>
10:30 – 12:30	Working Group Session: Examination of Specific Sections of the Study Report
12:30 – 13:30	<b><i>Lunch</i></b>
13:30 – 14:00	Working Groups Session cont'd
14:00 – 15:15	Working Group Presentation and Discussions
15:15 – 15:30	Coffee Break
15:30 – 16:30	Working Group Presentation and Discussion cont'd

**December 7, 2006**

09:00 – 10:15	Process of Negotiating for the Strengthening and/or Formation of Primary or National Fisher Folk Organizations - Introduction (Facilitator)
10:15 – 10:30	<b><i>Coffee Break</i></b>
10:30 – 12:30	Working Group Session (Country Participants) - Strategy and Plan for Negotiation
12:30 – 13:30	<b><i>Lunch</i></b>
13:30 – 15:15	Working Group Presentations and Discussions
15:15 – 15:30	<b><i>Coffee break</i></b>
15:30 – 16:30	Continuation of the Process to Draft Briefing Note on Fisher Folk Organizations in the Caribbean

**December 8, 2006**

09:00 – 09:30	Presentation: Concept of National, Umbrella and Apex Organizations (Facilitator)
09:30 – 10:00	Discussion: Strengths and Weaknesses of Fisher Folk Organization (Introduction by Facilitator)
10:00 – 10:15	<i>Coffee Break</i>
10:15– 12:30	Discussion: Creation of National Fisher Folk Organization (Facilitator and Group I Countries)
12:30 – 13:30	<i>Lunch</i>
13:30 – 15:15	Working Group Session - Role and Operations of National Fisher Folk Organizations
15:15 – 15:30	<i>Coffee Break</i>
15:30 – 16:30	Working Group Presentations and Discussions

**December 9, 2006**

DAY OFF

**December 10, 2006**

09:00 – 10:00	Presentation: Drafting Guidelines and Strategy for Conducting National Consultations on the Strengthening of Existing and/or Formation of National Fisher Folk Organization (Facilitator)
10:00 – 10:30	Working Group Session:  Group I: Examine and Document Basic Characteristics of National Fisher Folk Organizations  Group II: Construct a National Fisher Folk Organization
10:30 – 10:45	<i>Coffee break</i>
10:45 – 12:30	Working Group Session cont'd
12:30 – 13:30	<i>Lunch</i>
13:30 – 15:00	Working Group Presentations and Discussions
15:00 – 15:15	<i>Coffee Break</i>



- 15:15 – 15:30 Presentation: National Fisher Folk Organizations in a Regional Vested Interest Role (Facilitator)
- 15:30 – 16:00 Presentation: Avenues for Fisher Folk to participate in Co-management (Facilitator)
- 16:00 – 16:30 Discussions

### **December 11, 2006**

- 09:00 – 10:00 Review of Work done and Work to be done
- 10:00 – 10:45 Presentation: Conditions to Strengthen and / or Create National Fisher Folk Organizations (Facilitator)
- 10:45 – 11:00 *Coffee break*
- 11:00 – 12:30 Presentation: Introduction to In-country Networking Process (Facilitator)
- Workshop Group Session: Road map
- 12:30 – 13:30 *Lunch*
- 13:30 – 14:30 Working Group Session cont'd
- 14:30 – 15:15 Working Group Presentations and Discussions
- 15:15 – 15:30 *Coffee Break*
- 15:30 – 16:30 Working Group Presentations and Discussions cont'd

### **December 12, 2006**

- 9:00 – 10:00 Presentation: Concept of Capacity Building (conventional and electronic treatment) (Facilitator)
- 10:00 – 10:15 *Coffee break*
- 10:15 – 12:30 Presentation: Utilisation of conventional and electronic treatment and the development of guidelines for their application (Facilitator)
- 12:30 – 13:30 *Lunch*
- 13:30 – 15:15 Working Group Session: Discussion and Preparation of a Proposal for In-country Training Plan for Fisher Folk Organizations (Primary and National)
- 15:15 – 15:30 *Coffee Break*

15:30 – 16:30 Working Group Presentations and Refinement of Training Plan

**December 13, 2006**

9:00 – 10:15 The Project as an Instrument for Management and Development within Fisher Folk organization  
- The Project Rationale  
- The Project Cycle in Brief (Facilitator)

10:15 – 10:30 *Coffee Break*

10:30 – 11:15 Case Study: “Development of Caribbean Network Fisher Folk Organizations” (Facilitator)

11:15 – 12:30 Reconstruction of the Case Study Project into a Logical Framework document (Facilitator/Participants)

12:30 – 13:30 *Lunch*

13:30 – 14:30 Discussion of Issues relating to the Management of the Case Study Project

14:30 – 15:15 Presentation: Identification and Outlining of a Small Fisheries – based/Fisher Folk Project (Facilitator)

15:15 – 15:30 *Coffee Break*

15:30 – 16:30 Discussion

**December 14, 2006**

09:00 – 09:30 Review of Previous Evening’s Work

09:30 – 10:30 Working Group Session:  
  
Formulate a Brief Project with Activities for Institutional Strengthening of Local Fisher Folk Organizations  
  
Formulate a Brief Project with Activities for Introducing and Launching National Fisher Folk organizations.

10:30 – 10:45 *Coffee break*

11:00 – 12:30 Working Group Presentations and Discussions

12:30 – 13:30 *Lunch*

13:30 – 14:30

Networking Arrangement for Fisher Folk Organizations; mechanisms for communications; addresses / references (electronic / conventional)  
(Facilitator)

**Close of Workshop**

**APPENDIX 3: COUNTRY PROFILE FORMAT FOR FISHER FOLK ORGANIZATIONS  
(PRIMARY AND SECONDARY)**

EXECUTIVE SUMMARY

.....  
.....  
.....

1.0 INTRODUCTION / OVERVIEW

.....  
.....  
.....

2.0 NAME OF STATE / COUNTRY

.....

3.0 NAME(S) OF SECONDARY FISHER FOLK ORGANIZATION(S)

.....  
.....  
.....

3.1 CHARACTERISTICS

.....  
.....  
.....

4.0 NAME(S) OF PRIMARY FISHER FOLK ORGANIZATION(S)

.....  
.....  
.....

4.1 CHARACTERISTICS

.....  
.....  
.....

5.0 VITAL STATISTICS OF PRIMARY FISHER FOLK ORAGANISATIONS

NAME	COMMUNITY GEOGRAPHIC AREA	ACTIVE MEMBERS MALES / FEMALES	TOTAL FISHERS IN AREA	PERCENTAGE OF ACTIVE FISHERS IN AREA (%)

6.0 HOW DID THE ORGANIZATION (S) START AND GROW, WITH TIMES OF EXISTENCE?

6.1.1 SECONDARY

.....

.....

.....

6.1.2 PRIMARY

.....

.....

.....

7.0 WHAT DO THESE FISHER FOLK ORGANIZATIONS DO? (RANK IMPORTANCE OF ACTIVITY)

.....

.....

.....

7.1 STRENGTHS IDENTIFIED (RANKED)

.....

.....

.....

7.2 WEAKNESSES IDENTIFIED (RANKED)

.....  
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8.0 ENVIRONMENT UNDER WHICH FISHER FOLK ORGANIZATIONS EXIST

8.1 SOCIO-POLITICAL

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8.2.1 SOCIO-ECONOMIC

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8.3 FINANCIAL BUSINESS

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8.4 EXTERNAL

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9.0 GENERAL ROLES AND FUNCTIONS

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10.0 CONTRIBUTION OF FISHER FOLK ORGANIZATIONS

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11.0 OUTLOOK

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12.0 CONCLUSIONS AND RECOMMENDATIONS

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**APPENDIX 4: PROFILE FORMAT FOR PRIMARY FISHER FOLK ORGANZIATION**

EXECUTIVE SUMMARY

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1. INTRODUCTION

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2. NAME OF ORGANIZATION

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3. STATUS OF ORGANIZATION (TYPE AND HOW CONSTITUTED)

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4. COMMUNITY SERVED (GEOGRAPHICAL/RESOURCE OR STOCK BASE/ OTHER)

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5. BIOGRAPHICAL/VITAL STATISTICS (SUBGROUPS, SEX, OCCUPATIONS, NON-FISHERS, ETC)

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6. ORGANIZATION'S ACTIVITIES IN THE FIRST YEAR OF OPERATIONS

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7. WHAT ARE THE MAIN ACTIVITIES IN CURRENT TIMES (RANK ACTIVITIES BY IMPORTANCE)

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8. THE ENVIRONMENT UNDER WHICH THE ORGANIZATION OPERATES

8 (a) Socio-Cultural / Socio-Political

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8(b) Socio-Economic

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8(c) Financial / Business

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8(d) External (if any)

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9. ORGANIZATIONAL STRUCTURE AND DECISION-MAKING (CONSENSUS AND ACTION)

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10. THE ORGANIZATIONS VISION/MISSION/OBJECTIVES

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11. ORGANIZATION’S STRENGTHS AND ASSETS

Strengths

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Assets:

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12. ORGANIZATION’S WEAKNESSES

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13. OUTLOOK (PROSPECTS)

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14. CONCLUSIONS AND RECOMMENDATIONS

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## **APPENDIX 5: Examination of Specific Section of the Study Report entitled: Organizational Needs Assessment of Caribbean Fisher Folk Organizations.**

### **Summary of Presentation by Group 1**

#### **Group 1: Anguilla, Antigua and Barbuda and Barbados**

Review of Section 2.1.2 *Mandates, Goals and Objectives*

The Group opined that the main interest of fishers was economic and could include such things as incentives in obtaining low cost equipment and other outputs. The issues to be addressed included insufficient commitment to stated goals and objectives; disinterest in resource management and environmental protection, and inadequate knowledge.

The view that economic incentives and the issues could be addressed by government policies; improved cooperation and collaboration between government and stakeholders; development of education and awareness programmes; formation of advocacy groups, and empowerment of Fisheries Advisory Committees (FACs) was expressed. It was also suggested that fishers could address these issues by ensuring that their leaders had integrity and the competence required to carry out their tasks, and by training of the membership. In addition, they opined that training in developing leadership, marketing and research skills, the provision of equipment and grants, and opening access to markets could be done with assistance from government and other stakeholders.

### **Summary of Presentation by Group 2**

#### **Group 2: Belize, British Virgin Islands, Dominica**

Review of Section 2.1.4 *Resource Mobilization* and 2.1.5 *Strengths and Weaknesses of the Organization*

The Group noted that resource mobilization of the primary or community-based fishers' organizations relied mainly on dues from members, and that governments were reducing or ending subsidies. Also noted was the tendency of fishers to consider subsidies from government as a right and not a tool for development. The urgent need for the formation of more umbrella associations was pointed out, but it was recognised that such bodies would require institutional development. Among the weaknesses identified were fisher folk organizations dependency on government; political interference; lack of accountability by leaders; low levels of institutional development; lack of proper management structures and high levels of illiteracy among members. In addition, they noted that most fisher associations were boat owner oriented with little or no incentives for participation from the fishers themselves.

### **Summary of Presentation of Group 3**

#### **Group 3: Grenada, Jamaica, St. Kitts and Nevis**

Review of Section 3.1.1 *Membership* and 3.1.3 *Working Relationships*

##### *3.1.1 Membership*

Group 3 noted that the incentives for fishers to join an organisation were economic, social (need the feeling of belonging) and socio-political (to protect their economic space), with the general qualifications or criteria for joining being legal residency in the community where the organization is located, age (18 years and over) and registration as a fisher. They also indicated that other factors could include being of good standing in the community, attendance at meetings, the use of responsible fishing practices, payment of dues and a positive attitude towards resource conservation.

They suggested that some ways in which the government could reduce the biases and concerns fisherfolk have in joining an organization could include legislation to protect the fishing environment and fisherfolk interest; education (safety at sea, communication and management skills) and more effective fisheries

management. In addition, they pointed out that fishers themselves could assist by ensuring proper communication within and between their organisations and having committed Public Relation Officers and programmes.

### Section 1.1.3 *Working Relationship*

The Group produced the table below to show working relationships.

ORGANIZATION	GRADE
1. Organization / Executive Members	Poor
2. Organization / Community	Poor
3. Organization / Other Organizations' Executives	Poor
4. Organization / Fisheries Administrations	Poor
5. Organization / Governments	Poor

It was noted that working relationships could be improved by building confidence within the organizations, training, dissemination of information and strong organizational structures.

### **Summary of Presentation of Group 4**

#### **Group 4: St. Lucia, St. Vincent and the Grenadines, Trinidad and Tobago**

Review of Section 2.1.3 *Provision of services* and 3.1.6 *Networking*

The Group pointed out that one of the problems identified in the section was that organizations had not made themselves visible enough, so that the wider community knew exactly what they were doing, with a major concern being the economic viability of these organizations. It was suggested that the problems and concerns could be addressed by government policies such as the securing of more economic space for the organizations, provision of grants, especially in their embryonic stages and making available other economic incentives to the organizations. They also noted that the problems and concerns could be addressed by the fishers themselves through establishing closer working relationships with government (e.g. Fisheries Division, Member of Parliament for area); better identification of available skills within the organization; the soliciting of assistance from non-governmental organizations etc.; lobbying government for duty free concessions; and improving on the economic viability of the organisations through improved membership participation in their economic activities. They indicated that other stakeholders could assist by providing information technology; assistance in project development; making loans available or, where possible, grants; organizing regional workshops to share ideas and strategies between organizations in the region.

## **APPENDIX 6: Presentations from working group session: Concept of National, Umbrella and Apex Organisations / Strategy and plan for negotiation.**

### **Group 1: Belize, Barbados, Jamaica, Trinidad and Tobago.**

#### **Presentation by Group 1**

##### **Formation of Umbrella Association:**

Such associations were formed when the primary fisher folk organizations felt the need to better organise themselves at the national level. In this manner, they were better able to represent themselves through advocacy with government and other external organizations to obtain inputs essential to their sustainability and development such as education and training; funding; legal and technical services.

##### **Conditions favouring the maintenance of the national organization:**

- Direct relationship with the government
- Fisher folk organization benefiting from training
- Fisher folk organization benefiting from subsidies on fishing equipment.
- Financial assistance rendered for research
- Relevant information being passed on about issues affecting the fishing industry.

##### **Conditions disavouring maintenance:**

- Limited budget
- Inadequate funding
- Lack of accountability
- Little or no government support
- Too many associations and unions
- Low membership.

##### **Lessons learnt:**

- Be more pro-active when dealing with primary organisation
- Provision of government assistance after a disaster
- Dialoguing with the community strengthens the organization.

##### **Gains:**

- Ability to influence legislation
- Compensation to fishermen
- Recognition of organization by fisher folks
- Networking with government and universities.

##### **Would strengthening and capacity building fulfill the goals and objectives of NFOs especially those of co-management:**

Institutional strengthening and capacity building have brought national fisher folk organizations closer to fulfilling their goals and objectives. For example, the formation of marine reserves to complement co-management of fishing resources through consultations with fisher folks and other stakeholders.

**Group 2: Grenada, Dominica, St Lucia, BVI**  
**Presentation by Group 2**

**(a) What caused the failed attempt at forming a national fisherfolk organization?**

- 1) History of alleged misappropriation and mismanagement of funds have caused distrust in national fisher folk organization.
- 2) Lack of clear policy and directions from board of directors.
- 3) Lack of auditing/oversight by Co-operative Department.
- 4) Not a felt need by fishers. It was a government initiative created to serve fishers island wide.
- 5) The objectives given to them by government were never met because the executive's commitment was not there.
- 6) No formal structure was in place.
- 7) Because of individual islands, separation and transportation is a problem.
- 8) Lack of continuity in portfolio.
- 9) Political interference.
- 10) The fear of a primary organization loosing inherited benefits and power to a secondary organization.
- 11) Fishers were not enthusiastic about the idea.

**(b) What are the conditions now favouring or disfavouring formation of National Fisher folk Organization?**

Favouring

- 1) Globalisation and CSME will force organizations to increase their size in order to become more competitive.
- 2) Larger organized bodies have better potential for mobilising funding.
- 3) Will make them better bargaining and lobbying agents.

Disfavouring

- 1) Loss of benefits e.g. duty free concessions and gas rebates.
- 2) Lack of confidentiality and trust.
- 3) Fear of loosing power and privileges.
- 4) Lack of cooperation.
- 5) Lack of education.
- 6) Time constraint.

**(c) What are the lessons learned and the conditions to be created if national fisher folk organizations are to be formed so as to fulfill those goals and purposes set out in the TOR especially co-management.**

Lessons learned

- Because of mistrust of members in their leaders and past experiences fisher folks were reluctant to form cooperatives and groups.
- Fishermen like to be a part of the process, e.g. formulation of public policy, involvement in conservation and environmental matters.

### Conditions to be created if national fisherfolk organizations are to be formed

- Fishers need to know each other in order to bond.
- Fisher folk need to establish trust and confidence in politicians and other persons who can influence their livelihoods.
- Cooperative officers must be more consistent in monitoring the fishers group.
- There must be collaboration among the fisheries extension officers, cooperative officers and the fishers groups.

### **Group 3: St. Kitts and Nevis, St. Vincent and the Grenadines, Antigua and Barbuda, Anguilla**

#### **Presentation by Group 3**

#### **Reasons why primary fisher folk organizations never formed an apex/secondary fisher folk organization:**

- 1) Lack of trust by fishers for government (policy makers).
- 2) Lack of commitment (socio-political).
- 3) Fishers are by nature independent minded.
- 4) Primary organizations distrust each other.
- 5) Nature/environment of fishing industry appears to be non developmental (in context of CSME).
- 6) Weak primary fisher folk organizations and non-functioning.

#### **Conditions to be created for national fisher folk organization to be formed:**

- 1) Common goals must be derived e.g. identifying needs through discussions, surveys etc.
- 2) Build trust among fishers through continuous education, and face-to-face communication.
- 3) Extension officers could function as resource persons.
- 4) A change of attitude towards the cooperative concept of fishing, marketing, method of fishing.
- 5) Empower primary organization (institutional strengthening).
- 6) Enlighten primary organization about benefits of apex body.

#### **Condition to be created by the following:**

Government: Policy, legislation (where none exist) or amendments to existing laws and enactment, consultations, committee and community meetings.

Fishers: Subsidiary legislation review (if necessary by law).

**Other interest** – benefit to NGOs and other community groups.

## **APPENDIX 7: Creation of National Fisher Folk Organizations / Role and Operations of National Fisher Folk Organizations.**

### **Summary of Presentation Group 1: Anguilla, Belize, Grenada, St. Vincent and the Grenadines, St. Lucia and Trinidad and Tobago**

#### **Draft Strategic Plan of Action for the Operation and Institutional Strengthening of Primary Fisher Folk Organizations / Co-operatives and for the Formation of the National Fisher Folk Organization / Co-operative 2007 - 2009**

##### **VISION STATEMENT**

To set up a viable apex organization with equitable participation of all existing primary fisher folk Organizations /Co-operatives.

##### **MISSION STATEMENT**

To promote the development and enhance the sustainability of the NFO for the primary purpose of joint representation, training, networking and advocacy at the national level.

##### **Result Indicators 2007 - 2009**

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1. Consultations: Convene at least two (2) consultations and review existing by-laws on the Co-operative Societies Act relevant to the formation of the NFOs by mid June 2007.
2. Identify sources for training and development funds from primary organizations and other NGOs.
3. Marketing the idea of a national fisherfolk organization and training of interim/steering committee of NFOs by August 2007.
4. Host nine (9) workshop and seminars for members of primary organizations by 2008.
5. Ensure compliance with the Co-operative Societies Act and Regulations by February 2008.

##### **Strategic approach to getting primary organizations ready for the limited purposes of joint representation (advocacy) etc. only**

1. Fisheries Department to bring stakeholders together (leaders of primary fisher folk organizations, Fisheries Officers, Chief Fisheries Officer, community group leaders, / Co-operative Field Officers / Registrar of Co-operatives)
  - Identification of needs for formation of NFO/Benefits to be derived.
2. Set up steering committees with specific guidelines:
  - Public Relations
  - Publicity / Promotional campaign (further promotions of ideas):



- Face to face communications,
  - Radio / TV etc.
  - Invitations to follow up meetings
  - Brochures / information booklets (printed material)
  - Mass media.
3. Set up special inter-ministerial committee to design / redesign operational planning process.
  4. Submit plans for approval to relevant authority.
  5. Structured meetings/networking of responsible agents to implement /review / follow-up / evaluate:
    - Subcommittees
    - Training
    - Legislation and policy
    - Marketing/developmental activities

## **Creation of National Fisher Folk Organizations/Role and Operations of National Fisher Folk Organizations.**

### **Summary of Presentation Group 2: Barbados, Jamaica, Dominica Antigua & Barbuda, St. Kitts and Nevis, British Virgin Islands.**

Undertake a SWOT (strength, weaknesses, opportunities, treats) analysis. This could be done by studies, one-to-one meetings, or bringing leaders and or fisher folk organizations together for discussions. The suggested timeframe is three to five months.

The focal agencies or persons would be cooperatives / fishers organizations, Fisheries Divisions and other stakeholders such as, the Coast Guard, Marine Police, health departments, financial institutions, families, social welfare, religious leaders, minister responsible for fisheries, minister responsible for cooperatives, relevant Members of Parliament, communication media and members of the community.

There would be advantages and disadvantages if the role and function of the national fisher folk organizations were to be widened / diversified to cover, for example, commercial activities. The advantages would include strengthened fisher folk organization in terms of economic powers; enhanced economic viability for fisher folk; strengthened institutions by attracting new members; improved image building (greater respect by fisher folk members and wider community); proficiency and efficiency; employment generation; stronger internal financial control; proper cooperative governance and greater access to training. The disadvantages would be risk of loosing focus on original goals and objectives; risk of over expansion; conflict between the fisher folk organization and private sector with similar established businesses; pressure from competing organizations; and risk of going bankrupt. All territories have laws that are wide enough to accommodate both limited and wider functions for national fisher folk organizations, e.g. of wider functions – commercial activities.

## **APPENDIX 8: Drafting Guidelines and Strategy for Conducting National Consultations on the Strengthening of Existing and / or Formation of National Fisher Folk Organization**

### **National Fisher Folk Organizations in a Regional Vested Interest Role**

#### **Summary of Presentation by Group 1**

Jamaica, Dominica, St Kitts and Nevis, British Virgin Islands, Barbados

The fisher folk organization would have vested interests, which they would seek to protect. Included among these would be their income and the level of taxation on that income; protection of their space (cruise ships, tourist, charter yacht societies); the community's agenda as opposed to the government's agenda; protection of the ecology (pollutants e.g. oil spills pesticides mangroves); and resource rights (from internal and external poaching forces).

Government also has a vested interest to protect. Among these would be to manage and conserve marine resources; protect marine territorial space, encourage the formation of secondary organization in order to engage in dialogue; the formulation of policies to achieve goals and objectives; development and job creation.

Other participants such as non-governmental organizations would have concerns for environmental protection, heritage protection (e.g. historical rites), etc. Overall the consultations should foster community collaborative effort and educate.

#### **Summary of Presentation by Group 2**

Anguilla, Antigua and Barbuda, Belize, Grenada, St. Lucia, St. Vincent and the Grenadines, Trinidad and Tobago

### **National Fisher Folk Organisations**

Some of the enabling factors for the process of institutional strengthening, capacity building and formation of national fisher folk organizations would be fishers / fisher folk organizations seeking to protect their livelihood, income, status, (socio economic), market, fishing grounds from illegal fishing and the interest of their membership. Governments should seek to provide enforcement (monitoring and control – surveillance); equipment (govern the supply and affordability of equipment); new fishing techniques; improvement in fisheries infrastructures; food supply (fish protein); maintenance and development of links between fisheries and cooperative departments and standardization of product.

Some of the disabling factors for the process of institutional strengthening, capacity building and formation of national fisher folk organizations would be: fishers, etc. not concerned about sustainability; resistance to change; non-compliance with existing laws and regulations; reluctance to pay loans (delinquency); weak institutional financial controls and conflict of interest.

Some of the factors affecting the current operations of fisher folk organizations include disorganization; mismanagement; poor participation by membership; poor leadership and low levels of motivation. Most fisher folk organization exports products or sell on the local market. Fisher folk organization would like to expand and diversify their operations; gain access to markets; and develop value added products.

### **Fisheries Management Authority and Competent Authority**

The Cooperative Departments / Competent Authorities and Fisheries Departments should collaborate in providing services to the fisheries organizations and for executing policy decisions. Their functions

should include training and technical assistance; registering and deregistering fisher folk organisations; supervising and monitoring; settlement of disputes and auditing. Extension officers should be assigned to districts and to provide the services listed. Central government should be seen as the agency mandating this inter-governmental / political initiative to form CARNUFO.

**APPENDIX 9: Proposal for In-country Training Plan for Fisher Folk Organizations (primary and national)**

**Summary of Presentation by Group 1: St. Lucia, St. Vincent and the Grenadines, Trinidad and Tobago**

The Group identified the areas of weakness that currently exist in the national and primary fisher folk organizations. These were record keeping, proper accounting procedures, improper “parliamentary” procedures, inadequate communication links, poor management skills and organizational structure (the lack or inadequacy thereof).

Type of Training	Target Group
Record Keeping	Secretary and Executive
Minute Writing	Secretary and Executive
Filing	Office Staff and Secretary
Dissemination of information by means of Letters, Fax, Email, Notices, Agenda	Secretary
Accounting Procedures, Book Keeping	Treasurer, relevant Executive Board Members,
Interpretation of Financial Statements	Relevant Office Staff and Board
Sales and Marketing	Sales Clerk, Accounting Clerk, Cashier, Sales and Marketing Personnel
Budgeting	Board of Management and Staff
“Parliamentary” Procedures; dress code, code of conduct, confidentiality, protocol (hierarchy). Leadership Skills, Time Management, Conflict Management	Members and Boards
Information Technology	Office Staff and Board (open to all members)
Management Training	Board
Roles and Responsibility of Members	Members

**Summary of Presentation Group 2. Dominica, Grenada, St. Kitts and Nevis, Jamaica, British Virgin Island**

The in-country training could be undertaken by the following agencies/resource personals: Fisheries Departments, Coast Guard, Co-operative Departments, Red Cross, Ministry of Information and Technology with external funding. The recommended time frame was three years.

<b>Type of Training</b>	<b>Target Group</b>
1) Record keeping- proper filing systems	Executive (board members, leaders of the organizations)
2) Marketing	Executive (board members)
3) Customer Relations- dealing with the public	Executive (board members)
4) Cooperative Government	Executive (board members)
5) How to conduct meetings (“Parliamentary” Procedures)	Executive (board members)
6) How to prepare business plans/proposals	Executive (board members)
7) I. T. training- use of email	Executive (board members)
8) Office Procedures	Executive (board members)
9) Communication	Executive (board members)
10) Leadership Training (motivational strategy)	Executive (board members)
11) Management- roles and functioning	Executive (board members)
12) Training in legislation and by-laws (interpretation and understanding)	Executive (board members)
13) Preventative maintenances, e.g. engines and hull	Fisher folk
14) Basic first aid	Fisher folk

15) Communicate properly using VHF radio	Fisher folk
16) Record keeping (e.g. of catch, fuel consumption)	Fisher folk
17) SOLAS (Safety of life at sea)	Fisher folk
18) Basic navigation	Fisher folk
19) Food safety standards- handling of products at sea	Fisher folk
20) Fishing gear technology	Fisher folk
21) Basic accounting	Executive (board members)

### **Summary of Presentation by Group 3. Anguilla, Antigua and Barbuda, Barbados, Belize**

Based on their needs assessment, the Group identified the following weaknesses: internal operations in terms of book and record keeping, poor management skills, poor customer relations, communication, understanding the by-laws and act. The strategy proposed was the identification of a facilitator to conduct a series of seminars and workshops.

<b>Type of Training</b>	<b>Target Group</b>
Internal-operation-book and record keeping	Board and management staff
- principles of management	Board and management staff
- organizational behaviour	Board and management staff and fishers
- customer care- effective tools; videotape presentation; skit (role play)	Board and management staff
Communication - optimised use of the following: - Memos - Letters - Computers - Fax - Telephone / cell phone	Board and management staff

**APPENDIX 10: Formulate a brief project with activities for institutional strengthening of local fisher folk organization.**

**Presentation: Group members: Grenada, Jamaica, St. Kitts and Nevis, St Lucia, St. Vincent and the Grenadines, and Trinidad and Tobago.**

<b>Project Title</b>	Institutional Strengthening of Local Fisher Folk Organizations
<b>Project No.</b>	01
<b>Department and Coordinator</b>	Co-operative Department / Mr. Lorenzo George
<b>Region and Country</b>	St. Vincent and the Grenadines
<b>Collaborating Agencies</b>	Fisheries Division, Co-operative Department, Caribbean Regional Fisheries Mechanism
<b>Funding agencies</b>	SIF of St. Vincent, CIDA
<b>Project Background</b>	Fishing is one of the major sources of income generation and employment in St. Vincent and the Grenadines. Over the last five years, it contributed approximately 5-10 % to the GDP of SVG. Primary Fisher folk Co-operatives exist in varying stages of development. The Co-operative Department and the Fisheries Department conduct regular inspection and supervision. As a result it was recommended that a project aimed at institutional strengthening of all local fisher folk cooperatives be conducted. Based on both departments' previous experiences in institutional strengthening activities it is critical to the local fisher folk cooperatives.
<b>Problem (s) Statement</b>	An analysis of primary fisher folk cooperatives revealed weaknesses due to: <ul style="list-style-type: none"> <li>- Poor organizational management skills and limited finances.</li> <li>- Poor attendance at meetings</li> <li>- Poor communication skills</li> <li>- Inability to access relevant information</li> <li>- Weak advocacy skills</li> <li>- Lack of awareness by policy makers on issues affecting Fisher Folk Co-op</li> </ul>



<b>Project Beneficiaries</b>	Local Fisher Folk Co-ops CO-op Dept Fisheries Division NGOs / Community Based Organizations (CBOs)
<b>Overall Objectives</b>	To foster prudent management of the local co-operative and ultimately contribute to sustainable development of the local fishing industry
<b>Project Purpose (s)</b>	To provide technical assistance for institutional strengthening of local Fisher Folk Co-operatives.
<b>Expected Results (R)</b>	<p><b>Result 1 (R1):</b> Management trained in effective delivery of planning, financial and organizational skills.</p> <p><b>Result 2 (R2):</b> Improvement in standard of service to members/customers/consumers</p> <p><b>Result 3 (R3):</b> Policy makers are more aware of benefits to be derived from local fisher folk co-operatives.</p>
<b>Activities (A)</b>	<p><b>A1&gt;R1:</b> Conducting seminars/workshops in areas of financial management, co-op management, organizational skills, planning (use of computer software e.g. quick books, basic accounting)</p> <p><b>A2&gt;R2:</b> Conduct workshops in standards of services/delivery of services</p> <p><b>A3&gt;R 3:</b> Prepare and disseminate policy briefs/consultations to relevant stakeholders</p>
<b>Type of inputs e.g.</b>	Financial: (Facilitator from financial consultations e.g. Bank / Credit Union) Technical: (e.g. Texaco- Technical, Co-op Dept.) Logistical: Fisheries Division
<b>Duration and Date</b>	2007 - 2009
<b>Budget estimate</b>	USD \$ 45 000

**APPENDIX 11: Formulate a Brief Project with Activities for introducing and launching National Fisher Folk Organizations.**

**Presentation: Group members: Anguilla, Antigua and Barbuda, Barbados, Belize, British Virgin Island, and Dominica.**

<b>Project Title</b>	Introduction and Launching of Dominica National Fisher Folk Organization
<b>Project No.</b>	2
<b>Department and Coordinator</b>	Department of Cooperatives Rennick Toussaint
<b>Region and Country</b>	ACP Caribbean Region
<b>Collaborating Agencies</b>	Caribbean Regional Fisheries Mechanism Secretariat, Fisheries Department, Cooperative Department, Primary Fisher folk Organizations.
<b>Funding agencies</b>	Caribbean Regional Fisheries Mechanism
<b>Project Background</b>	In Dominica there are ten (10) Primary Fisher Folk Organizations with a total membership of about 3,000 fisher folks. Each of these Primary Organizations operates as separate entities. It has therefore become necessary to introduce the idea of forming one umbrella body, which will strengthen their capacity for advocacy, training and networking.
<b>Problem (s) Statement</b>	Currently the fisher folk organizations operating as entities on their own, suffer from lack of ability to communicate with one voice (lack of proper representation). Very little networking and collaboration. Poor image, limited respect for fisher folks by policy makers and disorganization of primary fisher folk organization.
<b>Project Beneficiaries</b>	Fisher folks, Primary Fisher folk Organization, Departments of Fisheries and Cooperatives, Policy and decision makers

<b>Overall Objectives</b>	Empowerment of the National Fisher folk Organization.
<b>Project Purpose (s)</b>	Formation of the National Fisher folk Organization for: Effective representation, training, advocacy networking.
<b>Expected Results (R)</b>	<p><b>R1:</b> Launching of National Fisher folk Organization.</p> <p><b>R2:</b> Empowerment of fisher folks, Policy makers, fishers and primary fisher folk organizations.</p> <p><b>R3:</b> The general public have improved awareness of fisher folk activities,</p> <p><b>R4:</b> Issues and benefits of networking</p>
<b>Activities (A)</b>	<p><b>A1:</b> Conduct awareness consultation with Primary Fisher folk Organizations, other stakeholders and the general public.</p> <p><b>A2:</b> Conduct and perform information and communication networking workshops for National Fisher folk Organization and Primary Fisher folk Organizations.</p>
<b>Type of inputs e.g.</b>	<p>Financial: (Facilitator and input for consultations)</p> <p>Technical: (Fisheries Department and Co-op Dept.)</p> <p>Logistical: Fisheries Department and Co-Department)</p>
<b>Duration and Date</b>	May 2007-June2009
<b>Budget estimate</b>	USD \$ 20, 000