



NATIONAL FISHERFOLK WORKSHOP REPORT

Jamaica

Held as part of the project:
Strengthening Caribbean Fisherfolk to Participate in Governance



Prepared by: The Jamaica Fishermen Cooperative Union in collaboration with Panos Caribbean

10 - 11 February, 2014

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DRAFT

List of abbreviations

CNFO	-	Caribbean Network of Fisherfolk Organizations
CPC	-	Chief Parliamentary Council
CRFM	-	Caribbean Regional Fisheries Mechanism
DRR	-	Disaster Risk Reduction
JCCUL	-	Jamaica Cooperative Credit Union League
JFCU	-	Jamaica Fishermen's Cooperative Union
NEPA	-	National Environment & Planning Agency

DRAFT

1 Introduction

The Jamaica National Fisherfolk Workshop (NFW) was held on February 10 and 11, 2014 at the Medallion Hall Hotel in Kingston.

This workshop was convened under the four year European Union funded project “Enhancing food security from the fisheries sector in the Caribbean: Building the capacity of regional and national fisherfolk organisation networks to participate in fisheries governance and management”. The targets for this project are fisherfolk organisations in the countries of Anguilla, Antigua and Barbuda, the Bahamas, Belize, Barbados, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, Saint Lucia, St Kitts and Nevis, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago and Turks and Caicos.

As part of the project, eight countries were selected to build the capacity of national fisherfolk networks to participate in fisheries governance. Jamaica was one of the eight chosen to (i) analyse the issues at the national level; (ii) analyse policy and planning initiatives at the national level and opportunities for fisherfolk participation; (iii) review or validate policy positions and communication plans; and (iv) analyse capacity needs of fisherfolk to effectively participate in governance and management.

The workshop was organised and convened by the Jamaican Fishermen Cooperative Union Ltd. (JFCU), the JFCU’s project mentor, the Caribbean Natural Resources Institute (CANARI) and Panos Caribbean.

1.1 The objectives of the workshop were to:

- identify challenges to fisherfolk in Jamaica playing an effective role in fisheries governance and management;
- identify priorities for strengthening fisherfolk organisations in Jamaica;
- confirm which needs the “Strengthening Caribbean fisherfolk to participate in governance” project can help to address in Jamaica;
- identify opportunities for fisherfolk in Jamaica to address some of the challenges identified through getting involved in key national, regional and global policy and decision-making processes;
- develop objectives to influence policy to help to address identified challenges;
- identify key target audiences for policy influence;
- develop advocacy messages; and
- outline a plan for a campaign of policy influence in Jamaica.

1.2 Participants

The NFW was attended by twenty-four (24) fisherfolk comprising leaders from the JFCU and affiliate cooperatives and representatives from the Fisheries and Cooperatives Divisions. The participants are listed in Appendix 1.

2 Method

The approach to delivering the workshop was participatory and interactive, using a variety of facilitation techniques such as plenary presentations and discussions, brainstorming, panel discussions and small group work.

The workshop was delivered in two one day sessions and followed a prepared agenda (See agenda at Appendix 2). The topics for each session are listed below.

Day One:

- Mentoring/Facilitating/Coaching: Introduction to Mentoring and the Role of the Mentor
- Identification of Problems facing fisherfolks
- Identification of Capacity Needs
- Organizational Needs Assessment

Day Two:

- Small grant funding in several countries - Mr. Phillips
- Identification of Policy Opportunities (Panel Discussion)
- Communication Strategy for Influencing Policy
- Governance – Policy and Policy Instruments
- Next Steps and Recommendations
- Summary of Workshop Evaluation

3 Workshop Proceedings

3.1 Welcome and opening remarks

Mr. Hablan Honeyghan, Chair, Jamaica Fishermen Cooperative Union welcomed everyone and invited the participants to introduce themselves. He expressed the hope that at the end of the workshop everyone would be more aware about fisheries regionally. He pointed out that the fishing industry in Jamaica was contracting so fast that whatever needed to be done had to be done now to save it.

He closed his remarks by emphasising that fishermen needed representation to affect policy and that they should talk up more to influence change.

Mr. Andre Kong, Director of Fisheries, prefaced his remarks by noting that Caribbean fisheries are in a serious state of overfishing. He informed the workshop that in 2013 three fishers received national honours, including Mr. Honeyghan, who received an Order of Distinction (OD).

Mr. Kong went on to highlight the needs of the fishing community and said that he hoped that the outputs of the workshop would encapsulate the experiences of other stakeholders in the fishing sector.

He stated that the issue is to ensure that the concerns of the fishers get into policy. Ideally, this would be to ensure that there is a formal mandatory mechanism in place to ensure that organizations like fishermen's cooperatives can be active. Additionally, these cooperatives should have more political clout.

Mr. Kong mentioned that the Fisheries Division is being transformed into an executive agency and this has implications for fisheries governance in Jamaica. As such, it was important to facilitate stakeholders' participation in governance. However there has never been a formal mechanism to facilitate this.

He said the Fisheries Act has a provision for a Fisheries Advisory Council, but it was not operational yet and he was not sure how soon it would be. In the meantime, he said, one of the participatory efforts now in place is the Fisheries Advisory Board that advises the Minister of Agriculture. Mr. Honeyghan sits on this Board.

Mr. Kong stressed the importance of filtering key messages from the local level to the national level. He noted that there was the need for a significant amount of capacity building of fishers in the short, medium and long terms. He asked the representatives of the fishers at the workshop to explore:

- The gaps in getting the fishers voices into policy
- Doing a membership drive to bring the talents needed into the cooperatives.

He asked that the workshop report be disseminated to others especially his Department to help in the further development of programmes.

3.2 Project overview

Mr. Terrence Phillips, Senior Technical Officer, CANARI gave the background to the project and its objectives (See full presentation at Appendix 3). He pointed out that the project is targeting the Caribbean Network of FisherFolk Organization (CNFO) and its member national fisherfolk organizations in seventeen CARICOM/Caribbean Regional Fisheries Mechanism (CRFM) countries including Jamaica. The project, which began in 2013, is funded by the European Union's EuropeAid Programme to the tune of €1,032,099.

3.3 Mentoring/Facilitating/Coaching: Introduction to Mentoring

Participants were given a presentation on mentoring and its importance (See full presentation at Appendix 4). The facilitator for the session informed the group that mentoring is the sharing of knowledge, skills and experiences to achieve certain goals. He noted that it is a guiding process useful for offering support to fisherfolk groups. He further explained that it is a two-way process that involves taking an individual under your wings, offering your time and knowledge, passing on experiences and receiving the information. It assists persons to be more interested in fishing. The presentation also highlighted the uses of mentorship, which include:

- succession planning
- increasing the involvement of young people in fisheries
- sharing information to improve fishers' ability to inform policy

3.4 Identification of problems facing Jamaican fisherfolk

The participants undertook a participatory exercise to identify the challenges facing the fisherfolk in Jamaica. The problems identified were categorized within the following thematic areas: Governance, Information Sharing, Leadership and Management, Cost of Operations, Enforcement of Regulations, Status of Fishing (how people perceive fishing), Resource Management, Literacy, Environmental Protection and Resource Mobilisation. The specific problems identified by the fishers are presented in Table 1.

Participants identified high cost of operations and inadequate fisheries governance as two major areas that needed immediate attention.

Table 1: Summary of the Problems identified by the Jamaican fishers

Thematic Areas	Problems Identified
Governance	<ul style="list-style-type: none"> ○ Bureaucracy which contributes to inefficiencies in service delivery ○ Inadequate recognition of the importance of the fisheries sector [by government representatives]
Information Sharing	<ul style="list-style-type: none"> ○ Inadequate networking ○ Inadequate information system
Leadership and Management	<ul style="list-style-type: none"> ○ Inadequate succession planning ○ Inadequate vision and planning ○ Inadequate training
Cost of Operations	<ul style="list-style-type: none"> ○ Depletion of fisheries resources ○ Inflation ○ High cost of gasoline for fishing boats
Enforcement of Regulations	<ul style="list-style-type: none"> ○ Corruption and antiquated laws ○ Inadequate resources
Status of Fishing	<ul style="list-style-type: none"> ○ Inadequate career opportunities ○ Inadequate recognition of fishing and its importance to the economy of Jamaica ○ Inadequate access to (financial) resources
Resource Management	<ul style="list-style-type: none"> ○ Inadequate fisheries management ○ Fishing technology [not up to date] ○ Inadequate information system ○ Inadequate research and development
Literacy	<ul style="list-style-type: none"> ○ Inadequate enforcement of truancy regulation ○ Inadequate education and training

	<ul style="list-style-type: none"> ○ Inadequate standards and guidelines
Environmental Protection	<ul style="list-style-type: none"> ○ Inadequate inter-sectoral planning ○ Inadequate awareness ○ Inadequate valuation of the natural resources
Resource Mobilisation	<ul style="list-style-type: none"> ○ Inadequate management ○ Inadequate planning ○ Inadequate collateral ○ Inadequate financial management and fund-raising

3.5 Identification of Capacity Needs

In this session the capacity of the fishing cooperatives and supporting agencies, such as the Fisheries Division, were analysed in terms of requirements. The capacity needs expressed by the workshop participants are outlined below.

Governance:

- More collaborative effort between the Government and stakeholders.
- Improved networking/cooperation.
- Boosted data capacity for management of fisheries.
- “Unreporting” Management (more communicative management needed)
- Mentorship plan
- Build advocacy capacity of fisherfolk to hold the Government accountable for delays

Cost of Operations:

- Innovative technology and physical resources.
- Research collaboration and advocacy.

Leadership and Management:

- Build capacity in relation to skills and knowledge.
- Create awareness: All stakeholders active and cooperating. All being a part of the JFCU and aware of the vision and plan.
- Build mentoring and evaluation capacity.

Participants also shared the following comments:

- *“Fisheries Division needs a research vessel.”*
- *“There needs to be equity in the value chain from the fisher to the vendor.”*

3.6 Organizational needs assessment

The objective of this session was to clarify the specific needs of the key organizations that comprise the fishing industry in Jamaica. This was done as a group exercise with each group being given a particular area to analyse. Using an organizational needs assessment instrument (Attached at Appendix 5), the organizations needs were analysed along the following themes:

Planning and Evaluation

For this theme questions were raised about the organisations' strategic planning. Is the organisation future focused? How does it evaluate its progress?

According to the responses elicited from this group, planning and evaluation was only followed through half the time. There were challenges with attendance at board meetings, documentation of decisions and follow-through with project activities.

Partnerships

The state of the organisations' networking and partnerships were analysed here.

The responses revealed that partnerships have been forged among the fishing co-operatives under a five-year development plan. In terms of formal involvements with other stakeholders, it was revealed that the Fisheries Division and the Caribbean Network of Fisherfolk Organizations (CNFO) were the two main partners for the fishing co-operatives on a national and regional basis respectively.

Public Relation and Communication

One key question from this analysis had to do with whether the organizations develop and use communication plans to identify messages for key target audiences and what are the best communication products and pathways to reach them? It also wanted to know if board members made use of opportunities to promote their organisations?

According to the respondents, on the matter of public relations and communication, their communication plan was inadequate. There is no organised system for sending out promotional messages to key audiences, however as specific needs arose the organisation would employ whatever means of communication was accessible to them, such as telephone calls, letters by email, texts, notice boards and flyers. With regard to whether their board members took to opportunities to promote their organisations, the respondents said, "Yes, any opportunity we get when attending any function or when the need arises. There is always an invitation to any planning development meeting".

Leadership

One of the key questions here was whether there was a succession plan in place for key leadership positions in the organization. The answer was no, as persons felt demotivated to volunteer for positions. This was linked to insufficient knowledge about the leadership roles. New leadership recruitment was also stymied by issues described as "ulterior motives due to material gains and economical constraints." There were however, some recommendations to help boost interest in leadership of the fisherfolk organisations. These include public education, promotion at community meetings and targeting promising individuals and grooming them for leadership.

Fundraising

Is there a fund-raising plan? Do the organisations have means of raising money? With regard to the existence of fund-raising plans, the respondents mentioned the lack of proposal writing skills among their membership. On raising funds in general, the respondents mentioned that they depended on periodic grant funding and the sale of goods and equipment to raise money.

Appendix 6 contains the tables that list the specific questions asked for analysing the organisations' needs and the complete responses.

3.7 Identification of policy opportunities

A panel consisting of Mr. Kong (CFO), Mr. Honeyghan (NFO President) and Mr. Phillips (CANARI, STO) discussed the topic of fishers' participation in policy creation. The STO made a presentation on international and regional fisheries and relation policies on food and nutrition (See full presentation attached at Appendix 7).

The following issues were identified as requiring fishers' involvement at the policy-making level:

- Climate Change and Risk Management
- Resource Management
- Rights to Fish
- Capacity/Training – Draft Act
- Legislation & Regulation
- Increase in Fines

Some of the reactions as articulated by the participants were:

1. There are problems with incorporating fisheries in climate change initiatives. Individual stakeholders must take responsibility for getting information and being aware.
2. Fishers speak at meetings but are their concerns being addressed? Fishers would like to see the draft documents to verify that their concerns have been included. There has been little input from the Advisory Committee.
3. Does the policy speak to land tenure and access to beach? Restrictions are being put on entering different fishing beaches and the fish catchers know very little.
4. There is a need for communication with JFCU. Documents and ideas have been sent and no response received.
5. Research, lobster and zoning issues. Zoning should not be limited to Three Bays area. It should also be extended to different areas. SFS Zoning did not take into consideration the skull fishers as skull fishers need an area to fish. The method used to determine SFA zones cannot be universally used. What is applied on south coast cannot be used on north coast.
6. Members of the Fisheries Advisory Board are not sufficiently knowledgeable about the fishing industry.

In terms of governance – policy and policy instruments in Jamaica, some of the key challenges were identified as follows:

- inadequate national planning
- inefficient bureaucracy
- inadequate recognition of the importance of the fisheries sector
- inadequate mechanisms to foster participation
- absence of a policy for small scale fisheries
- gaps in areas such as Disaster Risk Reduction (DRR).

3.8 Communication Strategy for Policy Influence

The session facilitator provided information on the need to develop communication strategies for influencing policy (See full presentation at Appendix 8). Some of the points made were:

1) Identifying messages.

The fishers' issues were classified into messages for local, regional and international audiences. Fishers were reminded that their messages should be clear, credible, precise, correct and consistent.

Issues identified for communication to local audiences include:

- Storage facilities for fish
- Canning plant
- Need to add value to fishing
- Wealth creation
- Sustainable livelihoods
- Policy in action
- Value of fishing community

Issues identified for communication at the regional level include:

- Cost of operations
- Storage facilities
- Training and better leadership skills for fishers

2) The target audience

The target audiences for the messages occur at the local, regional and international levels.

Local audiences to be targeted by the fishers include:

- Government representatives in the Ministry of Agriculture and Fisheries

- The private sector e.g. bankers
- Donor agencies e.g. European Union and CIDA

Regional audiences to be targeted by the fishers include:

- Government fishing authorities in the different territories
- Donor agencies
- Commercial entities
- CNFO

International audiences identified for the fishers' messages include:

- Government Departments
- FAO
- CIDA
- UNDP
- EU
- Regional Department responsible for foreign affairs and fisheries
- Countries like Columbia and Honduras

3) Communication Pathways

Communication channels for delivering the messages to the various audiences include:

- Face to face meetings
- Video conferencing
- Letters/emails
- Newsletters
- Telephone calls
- The websites of the target audience

4) Communicating on policy issues

The messages identified by the fishers for communication at the policy level include:

- Consultation towards policy making in the fishing industry
- More discussion required on Jamaica's fishing policy
- One industry, one policy
- Save the reefs
- Finalisation of regional fisheries policies

The target audiences for these messages include:

- The Ministry of Agriculture & Fishing
- The Planning Institute of Jamaica
- NEPA
- Private sector interests

- NGOs
- NFOs
- General public (for advocacy and public educational messages, e.g. “Save the Reefs”)
- Fisheries Division

The Communication pathways for sending the messages include:

- Videos
- Newsletters
- Face-to-face meetings
- Promotional items e.g. t-shirts (for “Save the Reef” messages)
- Policy Briefs / Statements

4 Next Steps

Table 2: Items for action from workshop

What’s to be done?	Who is chiefly responsible?
Education and awareness building about fisheries policies. Priority issues include small scale fisheries guidelines.	JFCU
Information on resource mobilisation – communication with donor agencies and proposal writing.	JFCU
Host mentorship programmes	JFCU
Put out the call for proposals under the small grants facility	CANARI
Facilitate more interaction between mentors and ALG members	CANARI
Prepare participatory video for Jamaica	JFCU/Panos
Prepare workshop report and share with all the workshop participants and stakeholders.	Mentor and CANARI

Fishermen also expressed the desire to have an annual conference where all fishermen from across the island would be invited to discuss their issues.

5 Evaluation of the workshop

A simple evaluation of the workshop was conducted to gauge participants' perceptions on the achievement of the workshop objectives. . Participants were asked to indicate, on a scale of 0-100%, how well they felt each workshop objective was met. Sixteen persons participated in this evaluation exercise. The results are given below in Table 3.

Table 3: Participants' evaluation of how well workshop objectives were met.

Workshop objective	Rating/ (number of participants)
Overall were all the workshop objectives achieved?	90 - 100% (10) 70-90% (6)
Identify priorities for strengthening fisherfolk organisation in Jamaica	70% (1) 95% (15)
Identify opportunities for fisherfolk in Jamaica to address some of the challenges identified through getting involved in key national, regional and global policy decision making processes	50% (2) 70- 100% (14)

APPENDIX 1 – WORKSHOP AGENDA

National Fisherfolk Workshop

Jamaica

February 10 - 11, 2014

Agenda

Opening Ceremony:

- Welcome Remarks
- Remarks

Workshop Objectives

By the end of the workshop, fisherfolk will:

- identify challenges to fisherfolk in Jamaica playing an effective role in fisheries governance and management;
- identify priorities for strengthening fisherfolk organisations in Jamaica;
- identify opportunities for fisherfolk in Jamaica to address some of the challenges identified through getting involved in key national, regional and global policy and decision-making processes;
- confirm which needs the “Strengthening Caribbean fisherfolk to participate in governance” project can help to address in Jamaica.

Day 1 - February 10, 2014	
Time	Topic
Session 1: Introduction	
9:00 am	Welcome and introduction, workshop roles, logistics
9:15 am	Introduction to the project
9:25 am	Introduction to mentoring and the role of the mentor
9:35 am	Review of workshop objectives and agenda
Session 2: Identification of problems facing fisherfolk	
9:45 am	Instructions
9:50 am	Identification of problems
10:45 am	Break
Session 3: Analysis of problems facing fisherfolk	
11:15 am	Clustering of problems
11:25 am	Problem analysis
11:55 am	Identification of capacity needs

12:10 pm	Identification of policy needs
12:25 pm	Wrap-up
12:30 pm	Lunch
Session 4: Planning for organisational strengthening	
1:30 pm	Organisational needs assessment
2:20 pm	Sharing of needs identified
2:50 pm	Voting on priority needs
3:05 pm	Next steps
Session 5: Wrap-up and check in	
3:15 pm	Evaluation and wrap -up
4:00 pm	Close for day
Day 2 - February 11, 2014	
Time	Topic
Session 6: Welcome and review of day 1	
9:00 am	Welcome and review of day 1
Session 7: Identification of policy opportunities [Panel Discussion]	
9:30 am	Problems related to policy
9:35 am	Identification of policy opportunities
11:00 am	Break
Session 8: Identification of advocacy objectives, target audiences and messages	
11:30	Understanding components of a communication plan
11:50 am	Developing communication objectives
12:10 am	Identification of target audiences
12:30 pm	Developing messages
1:00 pm	Lunch
Session 9: Planning advocacy	
2:00 pm	Planning for action
Session 10: Evaluation and closing	
2:30 pm	Evaluation
3:00 pm	Close

Appendix 2- Workshop Participants list

Mr G. Andre' Kong	-	Director of Fisheries/Chairman
Mr. Hablan Honeyghan	-	Chair Jamaica fishermen Cooperative Union
Mr. Albert Smith	-	National Union of Cooperative Societies Ltd
Mr. Elliston Deleon	-	Calabash Bay Fishermen Co-op in St. Elizabeth
Mr. Ian Edwards	-	North Eastern Island Fisherman, Portland
Mr. Hugh Fannell	-	St. Mary Fishermen Co-operative
Mr. Roy Whitmore	-	North-eastern Fishermen Co-operative, Portland
Mr. Shawn Taylor	-	Calabash Bay Fishermen Co-op, St. Elizabeth
Mr. Peter Parchment	-	Alloa Fishermen Co-op, St. Ann
Mr. Shawn Ascott	-	Alloa Fishermen Co-operative, St. Ann
Ms. Chephanie Malcolm	-	Rocky Point Fishermen's Coop, Clarendon
Mr. Milton Salmon	-	Rocky Point Fishermen's Co-op
Mr. Junior McDonald	-	Old Harbour Bay Co-op, St. Catherine
Mr. Keith Myrie	-	Rocky Point Co-op, Clarendon
Mr. Clifton Freeburn	-	Department of Co-op & Friendly Societies
Mr. Devon Malcolm	-	Half Moon Bay Fishermen Co-op, St. Catherine
Mr. Charles Moodie	-	Old Harbour Bay Fishermen Co-op, St. Catherine
Ms. Sharlene Birthwright	-	Fisheries Division
Ms. Tachala Jovanka	-	Fisheries Division
Ms. Yvonne Cox	-	Half Moon Bay Fishermen's Co-operative
Mr. Albert Smith	-	National Union of Co-op Societies
Ms. Ionie Henry	-	Jamaica Fishermen's Co-operative
Mr. Gladston White	-	Half Moon Bay Fishermen Co-operative
Mr. David Murray	-	St. Mary Fishermen Co-operative
Mr. Terrence Phillips	-	CANARI
Mrs. Indi McLymont-Lafayette	-	Panos Caribbean
Mr. Anthony Drysdale	-	Jamaica Fishermen's Cooperative Union

Appendix 3- Project Overview presentation




National Fisherfolk Workshop
February 10 - 11, 2014
Jamaica

Overview: Enhancing food security from the fisheries sector in the Caribbean: Building the capacity of regional and national fisherfolk organisation networks to participate in fisheries governance and management
[Strengthening Fisherfolk to Participate in Governance]




Introduction cont'd

- 4 year project
- Funded by the European Union EuropeAid programme €1,032,099
- Implemented by 5 partners (Project Steering Committee):
 - Caribbean Natural Resources Institute (CANARI)
 - Caribbean Network of Fisherfolk Organisations (CNFO)
 - Centre for Resource Management and Environmental Studies (CERMES) of the University of the West Indies (UWI)
 - Panos Caribbean
 - Caribbean Regional Fisheries Mechanism (CRFM)



Activities


- Update the Needs Assessment (2005)
- Fisherfolk Leaders Action Learning Group – 4 mtgs
- Training of mentors workshop – 2 mtgs
- National workshops in 8 countries – 2 sets
- Policy influence: 3 participatory video products, 4 other products
- Sponsoring fisherfolk participation in 2 key regional meetings to influence policy
- Small grants programme total €100,000, at least 15 grants of €\$1,000 - \$10,000



Introduction


Project targets the Caribbean Network of Fisherfolk Organisations (CNFO) and its member national fisherfolk organisations in 17 CARICOM countries [Anguilla, Antigua and Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, Saint Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago and Turks and Caicos Islands]

Seeks to enhance the capacity of fisherfolk organisations to participate effectively in fisheries governance and management of shared living marine resources to improve food security in the Caribbean region.



Specific objectives

- i) strengthen the CNFO and its member national fisherfolk organisations in the CRFM countries/territories
- ii) build the capacity of the regional and national networks of fisherfolk organisations and their individual members to better participate in fisheries governance and management at the national and regional levels
- iii) enhance communication within and among the networks of fisherfolk organisations for exchange of information, collaboration, and development of consensus on policy for the governance of Caribbean fisheries in relation to food security
- iv) improve the effectiveness and equity of participation of fisherfolk in decisionmaking processes in the governance of Caribbean fisheries in relation to food security.



Results

- Built capacity of CNFO to bring the voice of fisherfolk into regional fisheries policy and planning processes
- Built capacity of NFOs, PFOs and individual leaders in at least 8 countries to effectively influence policy at the national and regional levels
- Enhanced communication in CNFO and at least 8 NFOs to share experiences and to develop common positions
- Enhanced collaborative development and joint communication of key policy messages by fisherfolk
- Improved participation of fisherfolk in national and regional processes for decision-making



Achievements

- Completion of the needs assessment to identify the capacity building priorities for fisherfolk organisations in the region to participate in fisheries governance and management at the national and regional levels
- Establishment of the Caribbean Fisherfolk ALG (18 fisherfolk leaders and 3 Directors/CFOs from DOFs) as a community of change agents from across the region to support effective participation of fisherfolk and their organisations in governance and management of the small scale fisheries sector in the Caribbean
- Review of food security and nutrition and related fisheries policies at the regional and international levels to identify issues that could affect the contribution of the small scale fisheries sector to enhancing food security, and developed policy positions
- Completion of National Fisherfolk Workshops in Barbados and Dominica



Mentors and mentoring cont'd

Aim: provide direct support to the fisherfolk organisations to help with their development so that they will be effective partners in governance at the regional and national levels.

Mentors:

- provide guidance on filling the gaps identified in the needs assessment.
- assist in achieving specific objectives 1 and 2 of strengthening the CNFO and its network of national fisherfolk organisations to participate in fisheries governance and management at the national and regional levels.



For more information contact CANARI

<http://www.canari.org/cm2.asp>



Mentors and mentoring

Mentoring: process of sharing knowledge, skills, experiences, insights and opinions to provide strategic advice and guidance to help people make decisions to achieve their desired objectives.



National NFO/PFO Workshops

Maximum of 15 fisherfolk leaders and their partners will be trained by CANARI and the mentors (who are located in the respective countries) to support the development of the national and primary fisherfolk organisations in each of the 8 countries.

2-3 day workshop will cover:

- analysis of issues at the national level
- analysis of policy and planning initiatives at the national level and opportunities for fisherfolk participation
- review and/or validation of policy positions
- analysis of capacity needs by fisherfolk organisations to effectively participate in governance and management.

APPENDIX 4– Mentoring presentation



Introduction to mentoring

Strengthening Caribbean fisherfolk to participate in governance

National Fisherfolk Workshop

February 10 – 11, 2014

Jamaica



What is the difference between...

- Mentoring
- Facilitating
- Coaching
- Training
- Networking



Capacities of mentors

An effective mentor is someone who:

- M** – Manages the relationship
- E** – Encourages
- N** – Nurtures
- T** – Teaches
- O** – Offers Mutual Respect
- R** – Responds to the mentee's needs

- Skills
- Knowledge
- Values
- Feelings
- Attitudes
- Relationships
- Resources

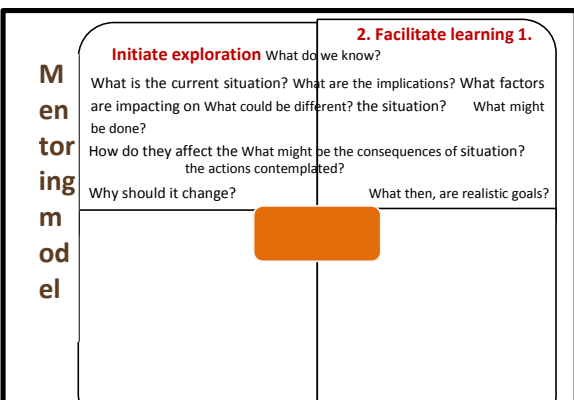
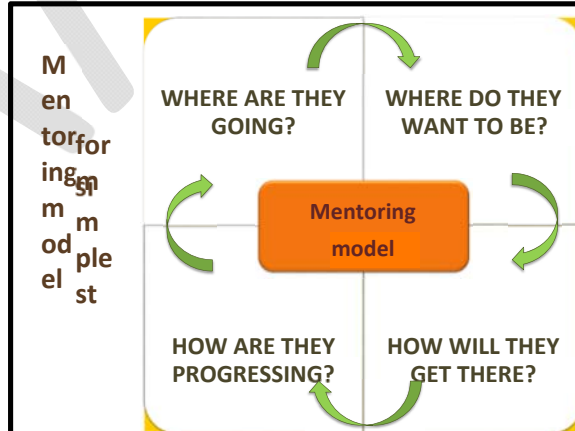


What is mentoring?

- Mentoring is a relationship which gives people the opportunity to share their professional and personal skills and experiences, and to grow and develop in the process. *Mentoring Made Easy: A practical guide for managers (1997)*
- Mentoring is a power free, two-way mutually beneficial learning situation where the mentor provides guidance, shares knowledge and experiences using a low pressure, self-discovery approach. *Matt Starcevich (2009) Center for Coaching & Mentoring, Inc*
- Mentoring is a developmental, caring, sharing, and helping relationship where one person invests time, know-how, and effort in enhancing another person's growth, knowledge, and skills, and responds to critical needs that prepares the individual for greater productivity or achievement in the future. *CWIT Mentoring Tool Kit (2004)*



	Mentoring	Facilitating	Coaching / Training
Goal	Transformational! An expectation of change, growth, development, empowerment.	Meet a predetermined outcome	Build skill(s)
Timing of the relationship	Long term	Short term	Short to medium term
Target		Group process	Individual/collection of individuals. The focus is on each individual acquiring the skill(s)



Organizational assessment for NGOs

1. Legal Framework

- a. Is the organisation legally registered, with governing documents (by-laws, charter, etc.) in place?
- b. Is the organisation meeting all legal commitments (e.g. annual audits, filing annual reports, taxes)?
- c. Are the governing documents regularly reviewed and updated to address current priorities and practices?
- d. Do the governing documents clearly set forth the roles of the Board and the officers?
- e. Do the governing documents address conflict of interest in the Board?
- f. Are the procedures for Board operation (elections, meetings, etc.) clear and readily followed?
- g. Do the governing documents provide for the acceptance of new members into the organisation if it is a membership organisation?

2. Structure and Composition of the Board

- a. Is the Board is large enough to allow for adequate stakeholder representation?
- b. Is the Board is small enough to allow for satisfactory levels of participation by all of the Board members?
- c. Is there is an effective procedure for identifying and recruiting new Board members?
- d. Are the Board retirement provisions being followed to allow for new participation on the Board?
- e. Has a policy on Board attendance been adopted and is it enforced?
- f. Does the Board use committees to delegate work and develop expertise?
- g. Is the Board composition being regularly assessed to ensure that the Board collectively has the required competencies (e.g. technical expertise, financial and human resource management, legal expertise, communication and public relations, partnerships and networks)? Where gaps are identified, are these being addressed either through capacity building or recruiting new Board members?
- h. Are stakeholders represented on the Board?

3. Board Capacity

- a. Have Board members received information describing their role?
- b. Do Board members understand their legal responsibilities?
- c. Do Board members understand the organisation's structure?
- d. Do Board members understand the organisation's mission?
- e. Do Board members individually/collectively have the required competencies (e.g. technical expertise, financial and human resource management, legal expertise, fundraising, communication and public relations, partnerships and networks)?

4. Board Participation

- a. Does the Board meet on a regular basis?
- b. Do most Board members attend most Board meetings? Do all Board members notify the Secretary if they will be unable to attend a meeting?
- c. Are Board members prepared for meetings (e.g. have they reviewed reports)?
- d. Do all Board members participate actively in Board meetings?
- e. Do Board members feel free to express dissenting opinions?

- f. Do all Board members participate on at least one Board committee?

5. Board Leadership Roles

- a. Are there term limits on the office of Chair, Vice Chair, Secretary and Treasurer?
- b. Is the responsibility for chairing committees spread among the members of the Board?

6. Board Practices

- a. Are Board minutes properly kept and promptly circulated to the members?
- b. Do Board members regularly review the organisation's financial statements?
- c. Does the Board hold an annual general meeting?
- d. Does the Board employ an independent auditor to audit the organisation's records on an annual basis?
- e. Does the Board periodically engage in long-range planning?
- f. Has the Board established committees to handle key functions, such as finance, staff relations and public relations?
- g. Do Committees meet on a regular basis and report to the Board on their activities?

7. Board / Staff Relations

- a. Are the roles and responsibilities of staff and Board members clear?
- b. Do Board members understand and accept the relative responsibilities of the Board and management?
- c. Do staff and Board work in partnership with honest two-way communication?
- d. Does the Board provide the Executive Director with guidance and evaluate the performance of the Executive Director on a regular basis?

8. Policies and Control

- a. Is the Board developing appropriate policies on: financial management and control, human resource management (including recruitment and staff development), information management, partnerships, etc.?
- b. Do policies and procedures address all legal requirements of the country (e.g. tax laws, national labour laws) and donors (e.g. donor policies on procurement and allowable expenses)?
- c. Are appropriate checks and balances, systems and procedures and other reporting mechanisms being followed?
- d. Does the Board receive timely, accurate, understandable information on which decisions can be based?
- e. Are independent audits conducted by a qualified external auditor?
- f. Are any issues identified by the auditor reported to the Board and addressed?

9. Planning and Evaluation

- a. Is the organisation oriented to the future, with a current strategic plan in place and being followed?
- b. Is implementation of the strategic plan being evaluated and reported on to assess if the desired results are being achieved and what lessons are being learnt?
- c. Are annual plans being developed and followed?
- d. Are annual plans being evaluated and reported on at the end of the year?
- e. Are programme and project plans being developed and followed?

- f. Are programme and project plans being evaluated and reported on at the end of the year?
- g. Are the attitudes, opinions, satisfaction levels, needs and expectations of stakeholders known and reflected in the organisation's programming and actions? Do plans (strategic, annual, programme and project) respond to needs identified by stakeholders? Were key stakeholders involved in the planning process?
- h. Are the views of stakeholders on the organisation's work being systematically documented?
- i. Are the results of evaluations being communicated to stakeholders?

10. Partnerships

- a. Does the organisation have a strategy to identify and build partnerships with key stakeholders?
- b. Is the organisation an active member of any relevant formal or informal networks?
- c. Does the organisation have formal agreements with any partners (e.g. Memoranda of Understanding, Terms of Reference)?

11. Public Relations and Communication

- a. Does the organisation communicate information about its work to its stakeholders (e.g. via a website, annual reports, other reports)?
- b. Does the organisation develop and use communication plans to identify messages for key target audiences and the best communication products and pathways to reach them?
- c. Does the organisation assess if its communication is effective in reaching stakeholders?
- d. Does the Board take responsibility for ensuring that the organization is effectively communicating about its work and developing strategic partnerships?
- e. Do Board members use the opportunities they have to promote the organisation with the public, decision-makers and other key stakeholders?

12. Leadership

- a. Is there a succession plan in place for key leaders in the organisation (e.g. Chair and Executive Director)?
- b. Are new leaders being recruited and their leadership capacity built?
- c. Are founders and past leaders making space for new leaders?

13. Fundraising

- a. Is there a fundraising plan that includes exploring all possible sources of funding?
- b. Does the organisation have diverse funding sources or is it dependent on only one or a few sources?

14. Resource Management

- a. Has the organisation identified the resources (funds, staff, equipment, and leadership) it needs to accomplish its objectives?

Financial management

- b. Does the organisation have a bank account?
- c. Does the organisation maintain accurate financial accounts, with adequate documentation of receipts and expenditures?
- d. Does the organisation issue financial reports?

- e. Are financial reports used to monitor expenditure according to budget?
- f. Does the organisation use adaptive management to complete activities within budget or to seek additional resources if needed?
- g. Does the organisation have a system in place to fund overheads (e.g. office rent, computers, telephone and internet, equipment maintenance and insurance)
- h. Does the organisation have a system in place to fund non-project core administrative costs (e.g. for staff and Board meetings, staff development, fundraising and networking)?

Human resource management

- i. Are the right people in the right jobs and are they organised and structured effectively?
- j. Is there a plan for building the capacity of the organisation's human resources (Board, staff, volunteers, and interns) and is this being followed?
- k. Does the organisation use volunteers or interns? Are they trained and managed so that they are effectively contributing to the organisation's work?
- l. Are performance plans developed for staff, interns and volunteers? Is performance periodically evaluated with the member of staff, intern, or volunteer? Is good performance rewarded? Are areas for improvement identified and addressed by the manager and staff, intern or volunteer working collaboratively?

Equipment and facilities management

- m. Does the organisation maintain an inventory of equipment?
- n. Is equipment insured if appropriate?
- o. Is there a plan for managing the organisation's facilities (e.g. office)?
- p. Is regular maintenance conducted for equipment and facilities?

Technology and knowledge management

- q. Does the organisation maintain records (electronic and hard copies) of its work in files, databases, a library, on web-based storage, etc.?
- r. Is the organisation effectively using appropriate technology to help in its work (e.g. computers, smart phones, databases, internet, GIS, etc.)

APPENDIX 6 - Results of the Assessment of the Organisational Needs of the Jamaican Fishing Sector

Planning and Evaluation:

Questions	Responses from Workshop Participants
<i>Is the organization oriented to the future, with a current strategic plan in place and being followed?</i>	Fifty (50%) has while the other fifty (50%) needs to be documented.
<i>Is implementation of the strategic plan being evaluated and reported on to assess if the desired results are being achieved and what lessons are being learnt?</i>	Fifty (50%) has but (a) attendance at board meetings is a challenge; and (b) Plan changes without consensus.
<i>Is implementation of the strategic plan being evaluated and reported on to assess if the desired results are being achieved and what lessons are being learnt?</i>	Fifty (50%) has but (a) attendance at board meetings is a challenge; and (b) Plan changes without consensus.
<i>Are annual plans being developed and followed?</i>	Fifty (50%) percent has while other fifty (50%) some aspects are followed.
<i>Are annual plans being evaluated and reported on at the end of the year?</i>	Fifty (50%) has other fifty (50%) only some aspects.
<i>Are programme and project plans being developed and followed?</i>	Fifty (50%) has other fifty (50%) does sometimes.
<i>Are programme and project plans being evaluated and reported on at the end of the year?</i>	Fifty (50%) has other fifty (50%) efforts are made to inform key stakeholders.
<i>Are the attitudes, opinions, satisfaction levels, needs and expectations of stakeholders known and reflected in the organization's programming and actions? Do plans (strategic, annual, programme and project) respond to needs identified by stakeholders? Were key stakeholders involved in the planning process?</i>	Yes
<i>Are the views of stakeholders on the organization's work being systematically documented?</i>	Fifty (50%) has other fifty (50%) has aspects recorded.

Are the results of evaluations being communicated to stakeholders?	Yes
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Partnerships

Questions	Group Responses from Participants
<i>Does the organization have a strategy to identify and build partnerships with key stakeholders?</i>	Strategic Plan with other Fisheries Cooperatives for a five (5) year development plan.
<i>Is the organization an active member of any relevant formal or informal networks?</i>	The Fisheries Division.
<i>Does the organization have formal agreements with any partners (e.g. Memoranda of Understanding, Terms of Reference)?</i>	Caribbean Network of Fisherfolk Organizations (CNFO).

Public Relation and Communication

Questions	Group Responses from Participants
<i>Does the organization communicate information about its work to its stakeholders (e.g. via a website, annual reports, other reports)?</i>	Yes, we all send out report to our members (monthly and annual report).
<i>Does the organization develop and use communication plans to identify messages for key target audiences and the best communication products and pathways to reach them?</i>	Inadequate, communication plan, what we do is when the situation arises we use whatever medium that is available such as: flyers, email, text, notice board, telephone, etc.
<i>Does the organization assess if its communication is effective in reaching stakeholders?</i>	Yes we do but not as much as we would want to.
<i>Does the board take responsibility for ensuring that the organization is effectively communicating</i>	Yes the board does.

about its work and developing strategic partnerships?	
Do board members use the opportunities they have to promote the organization with the public, decision-makers and other key stakeholders?	Yes, any opportunity we get when attending any function or when the need arises e.g. (there is always an invitation to any planning development meeting).

Leadership

Questions	Group Responses from Participants
Is there a succession plan in place for key leaders in the organization (e.g. Chair and Executive Director)?	No: 1) de-motivation to volunteer; 2) In-sufficient knowledge about the Cooperative. Recommendations <ul style="list-style-type: none"> • Public Education • Target Potential Members • Sell the Cooperative and its benefits e.g. scholarship
Are new leaders being recruited and their leadership capacity built?	Ulterior motives due to material gains and economical constraints. Recommendations <ul style="list-style-type: none"> • To build awareness • Attend community meetings and do promotions
Are founders and past leaders making space for new leaders?	Yes, Calabash Bay and Old Harbour Bay.

Fundraising

Is there a fundraising plan that includes exploring all possible sources of funding?	No; 1) prohibitive cost that has to be borne upfront; 2) Lack of proposal writing capacity. Solution
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	<ul style="list-style-type: none"> • Develop formal plan • Source most affordable expertise (Universities, NEPA, JCCUL)
<p><i>Does the organization have diverse funding sources or is it dependent on only one or a few sources?</i></p>	<p>JFCU – 1) Sale of equipment/goods; 2) property rental</p> <p>Primary – 1) Grant funding for primary Cooperatives periodically.</p>
	<p><i>What to be done to source</i></p> <ul style="list-style-type: none"> • JFCU – Diversification: Expansion of physical structure <ul style="list-style-type: none"> ▪ More rental ▪ Expand catering service ▪ Seek grant funding • Primary – Diversification – other related or hardware items

APPENDIX 7 - Global and regional fisheries and food security policies presentation



Fisheries and food security policies

National fisherfolk workshop

Strengthening Caribbean fisherfolk to participate in governance




Fisheries and related food security policies

- FAO Code of conduct for responsible fisheries
- UN Fish stocks agreement
- Voluntary guidelines on the governance of tenure
- Small scale fisheries guidelines
- Right to food guidelines (FAO)
- Caribbean community common fisheries policy
- Castries declaration on IUU fishing
- Regional food and nutrition security policy (CARICOM)




FAO Code of conduct for responsible fisheries (CCRF) cont'd

- sets out principles and international standards of behaviour for responsible practices in order to ensure the effective conservation, management and development of living aquatic resources, with due respect for the ecosystem and biodiversity
- recognizes the nutritional, economic, social, environmental and cultural importance of fisheries and the interests of all those concerned with the fishery sector
- takes into account the biological characteristics of the resources and their environment and the interests of consumers and other users.



Strengthening Caribbean fisherfolk to participate in governance project

Seeks to enhance the capacity of fisherfolk organisations to participate effectively in fisheries governance and management of shared living marine resources to improve food security in the Caribbean region.




FAO Code of conduct for responsible fisheries (CCRF)

"The right to fish carries with it the obligation to do so in a responsible manner so as to ensure effective conservation and management of the living aquatic resources."

Voluntary and global in scope

Objective:

- to promote long term sustainable fisheries by establishing principles, criteria and guidance to facilitate exploitation and utilization of fisheries resources in a responsible and sustainable manner



UN Fish stocks agreement

The United Nations Agreement for the Implementation of the Provisions of the United Nations Convention on the Law of the Sea of 10 December 1982 relating to the Conservation and Management of Straddling Fish Stocks and Highly Migratory Fish Stocks [Full title]

Objective:

- to ensure the long-term conservation and sustainable use of straddling fish stocks and highly migratory fish stocks through effective implementation of the relevant provisions of the Convention.



UN Fish stocks agreement cont'd

- sets out principles for the conservation and management of straddling and highly migratory stocks
- establishes that such management must be based on the precautionary approach and the best available scientific information
- elaborates that states should cooperate to ensure conservation and promote the objective of the optimum utilization of fisheries resources both within and beyond the exclusive economic zone.



Voluntary guidelines on the governance of tenure cont'd

The Guidelines are meant to benefit all people in all countries, although there is an emphasis on vulnerable and marginalized people.

They serve as a reference and set out principles and internationally accepted standards for practices for the responsible governance of tenure.

They provide a framework that states can use when developing their own strategies, policies, legislation, programmes and activities.

They allow governments, civil society, the private sector and citizens to judge whether their proposed actions and the actions of others constitute acceptable practices.



Small scale fisheries guidelines (SSF guidelines) cont'd

Complements important international instruments:

- FAO Code of conduct for responsible fisheries
- Right to food guidelines (FAO)
- Voluntary guidelines on responsible governance of tenure of land, fisheries and forests .

These instruments will guide governments and others in improving food security and poverty eradication policies and in advancing sustainable development.

[Still being negotiated. Next set of negotiations in February 2014. CNFO involved.]



Voluntary guidelines on the Governance of Tenure

Voluntary guidelines on responsible governance of tenure of land, fisheries and forests promote responsible governance of tenure of land, fisheries and forests, with respect to all forms of tenure: public, private, communal, indigenous, customary, and informal.

Goal:

to achieve food security for all and support the progressive realization of the right to adequate food in the context of national food security.

While supporting efforts towards the eradication of hunger and poverty, the Guidelines are also intended to contribute to achieving sustainable livelihoods, social stability, housing security, rural development, environmental protection, and sustainable social and economic development.



Small scale fisheries guidelines (SSF guidelines)

Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries in the context of food security and poverty elimination [Full title]

SSF Guidelines seek to promote a human rights approach to development.

Bring together social development and responsible fisheries.

Goal is for individuals and communities to develop their capabilities to actively and meaningfully participate in decision-making.



Right to food guidelines (FAO)

Voluntary guidelines to support the progressive realization of the right to adequate food in the context of national food security [Full title]

Objective:

- to provide practical guidance to states in their implementation of the progressive realization of the right to adequate food in the context of national food security, in order to achieve the goals of the World Food Summit Plan of Action.

They provide an additional instrument to combat hunger and poverty and to accelerate attainment of the Millennium Development Goals.



Caribbean community common fisheries policy (CCCFP)

Vision:

to foster effective cooperation and collaboration among participant nations in Conservation, Management, Sustainable Utilisation and Development of the fisheries resource and related ecosystems in the Caribbean region to maximise benefits for all Caribbean people.

It addresses the need to build capacity amongst fishers and optimise the social and economic returns from the fisheries, which are a common thread throughout Caribbean societies.

In addition to large-scale fishing, the CCCFP considers the rights of traditional, subsistence, artisanal and small-scale fishers.



Castries (St. Lucia) declaration on IUU fishing

Demonstrate the region's determination and commitment to protect the economic interests of CARICOM MSs and to prevent, deter and eliminate IUU fishing.

-Enhance the effectiveness of monitoring, control and surveillance at the national and regional levels by creating and sustaining the necessary harmonized and contemporary legislative and regulatory regimes.

-Encourage the development of the required capacity in national fisheries administrations.

-Foster an attitude of compliance among fishers which is intended to facilitate and support the management of fisheries nationally and regionally.



Castries (St. Lucia) declaration on IUU fishing cont'd

- eliminate the economic incentives derived from IUU fishing at the national, regional and global levels

- implement MCS schemes with a view to increasing the cost effectiveness of surveillance activities, such as encouraging the fishers and other stakeholders to report any suspected IUU fishing activities they observe.



Caribbean community common fisheries policy (CCCFP) cont'd

CCCFP carries forward the same participatory approach that was used in its drafting, when fishers and their organisations were repeatedly consulted.

It promotes more empowerment for fishers, ensuring their involvement in decision making.

A key principle of the CCCFP is to combine the best available scientific information with fishers' traditional knowledge of the resources, habitats and environmental, economic and social factors.

[Still to get the required signatures from the CARICOM Heads of Government]



Castries (St. Lucia) declaration on IUU fishing cont'd

Highlights:

- establish a comprehensive and integrated approach to prevent, deter and eliminate IUU fishing

- adopt conservation measures consistent with the long-term sustainable use of fish stocks and the protection of the environment

- encourage MSs that have not yet done so to become parties to the 1982 UN Convention, FAO Compliance agreement, UN Fish stocks agreement, and other relevant international agreements that will provide support in the fight against IUU fishing



Regional food and nutrition security policy (CARICOM)

Vision and purpose:

- to provide a clearly articulated, holistic policy framework that translates the major orientations and elements of the overarching and underexploited regional development agreements and initiatives into concrete policy priorities that will guide the design, implementation and monitoring of specific future periodic strategic action programmes to address the major food and nutrition security challenges in CARICOM.



Regional food and nutrition security policy (CARICOM)

Provides a coherent, convergent and comprehensive framework within which national governments, civil society and private sector actors can join forces with regional organizations and development partners in crossnational, multi-sector and synergistic partnerships to identify, finance, implement and monitor an integrated set of concrete actions to achieve the four objectives of a) food availability; b) food access; c) proper food utilization for good health, nutrition and wellbeing; and d) stable and sustainable food supplies at all times.

DRAFT

Communication strategy for policy influence

Presented by Indi Mclymont Lafayette
Regional Coordinator, Haiti and Jamaica
Panos Caribbean

Possible communication objectives?

- To raise awareness and share knowledge among all fisherfolk about how they can apply EAF and CC adaptation principles.
- To encourage fisherfolk to take action to apply EAF and CC adaptation principles.
- To encourage fisherfolk to work with policy makers and managers in government to input into decisions about fisheries management.

6 Step 2: Identify your audiences

- Be very clear to whom your communication will be directed. For example is your audience a decision maker, resource user, or media representative? Ask yourself the following questions:
- What are the interests, beliefs and agenda of this audience?
- Do I know the background of the audience so that I can fine tune the approach I take

11/12/2014

7 Communication process

- **Step 1: Identify the objective of your communication**
- Your objective links ahead to desired outcomes and the change you would like to see effected. Consider your objective, identifying whether it is:
 - to raise awareness,
 - to share knowledge,

- to effect a change in behaviour. Or
- to advocate for 'action' (can further define the action)

8 Communication objectives

- To raise awareness of policy makers and managers in government about the needs and ideas of fisherfolk in making decisions about fisheries management and CC adaptation.
- To encourage policy makers and managers in government to work with fisherfolk in making decisions about fisheries management and CC adaptation

Audiences

Rank	Audiences	Products	Channels
1	Fisheries managers/ fisheries divisions	Policy briefs, PV	Workshops, meetings, conferences, panel discussions, site visits (face to face)
2	Cooperative Division	E-mails	Internet Face to face meetings
3	Fisheries organisations (NFOs and PFOs)	E-mail News articles Promotional products (e.g. T-shirts) Dramatic presentations Podcasts Art Toolkits	Internet Telephone calls Social events Podcasts
3	Technical advisors trainers (e.g. CERRES, CANARI, FAO, ACP Fish II)	Newletter E-mails	Internet Listserve Discussion groups
4	Government Ministers	PV Letters	Marches Demonstration Face to face News articles Talk shows Press conferences

Potential Audiences

6	Intergovernmental bodies (CREM, Ministerial Council, ORES, ACS, CARICOM, WEGARCS)	Policy briefs E-mails	Internet Telephone calls Influential people as intermediaries Workshops, meetings (face to face)
6	Media	Flyers Press releases E-mails	Telephone calls Internet
7	Researchers	E-mails Slide presentations Webpages Case studies Blogs	Internet (e-mails, websites, social media tools) Telephone calls
8	General public	Flyers Audio recordings Information hoards Videos Songs Billboards Exhibits Posters Public service announcements Poems Dramatic presentations	Internet (social media e.g. Facebook, Twitter) Theatre Radio Newspapers Social events Caribbean Fishfolk Day

Messages

- Messages need to be clear, credible, concise, correct and consistent. Bringing across the different voices of fisherfolk, for example through interviews and participatory video, brings credibility to the messages. Simple non-technical language is important in the messages to ensure understanding and clarity of communication.

Canari toolkit

- Canari 2012: Communicating for Conservation: A Communication toolkit for Caribbean Civil Society organisations working on biodiversity conservation. Laventill: Canari.

To work

Message	Audience	Pathway