NATIONAL FISHERFOLK WORKSHOP REPORT

Saint Vincent and the Grenadines

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

5-6 May, 2014
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List of abbreviations

CALFICO – Calliaqua Fisheries Cooperative
CANARI – Caribbean Natural Resources Institute
CARICOM – The Caribbean Community
CATS -
CFO (Ag) – Chief Fisheries Officer (Acting)
CNFO – Caribbean Network of Fisherfolk Organisations
CRFM – Caribbean Regional Fisheries Mechanism
EU – European Union
FAD – Fish Aggregating Device
FFO’s – Fisherfolk Organisations
FPE’s – Fish Processing Establishments
IICA – Inter-American Institute for Cooperation on Agriculture
NFO – National Fisherfolk Organisation
NGO’s – Non-Governmental Organisations
SOP’s – Standard Operating Procedure
SVG – St. Vincent and the Grenadines
UNEP-CAMPAM – United Nations Environment Programme/Caribbean Environment Programme (Small Grant Funds)
1 Introduction

The Caribbean Natural Resources Institute (CANARI) recently received a €1,032,099 grant from the European Union, via its EuropeAid programme, to improve the contribution of the small scale fisheries sector to food security in the Caribbean. This will be achieved through building the capacity of regional and national fisherfolk organisation networks to participate in fisheries governance and management.

The four-year project covers fisherfolk working across the Caribbean, including in 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 the Turks and Caicos Islands.

As part of the project, eight countries were selected to build the capacity of national fisherfolk networks to participate in fisheries governance. St. Vincent and the Grenadines is 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 communication plans; and (iv) analyse capacity needs of fisherfolk to effectively participate in governance and management. The two (2) day workshop was held 5th – 6th May 2014 at the Fisheries Division Conference Room, Kingstown.

1.1 Objectives

The objectives of the workshop were to:

- Identify challenges to fisherfolk in St. Vincent and the Grenadines playing an effective role in fisheries governance and management;
- Identify priorities for strengthening fisherfolk organisations in St. Vincent and the Grenadines;
- Identify opportunities for fisherfolk in St. Vincent and the Grenadines 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 St. Vincent and the Grenadines.

1.2 Participants

Forty One (41) persons attended the two-day workshop representing various interest groups and fisherfolk organizations as listed below. A list of participants is attached at Appendix 1.

- The Fisheries Division
- The Co-operative Department
- Goodwill Fishermen’s Co-operative Society
- Barrouallie Fisheries Development Co-operative Society
- Calliaqua Fisherfolk Co-operative Society Limited (CALFICO)
- Union Island Fisherfolk Organization.
2 Method
The workshop was very interactive and participatory. Activities such as small group work and plenary discussions helped the participants to remain engaged throughout the two days.

3 Workshop proceedings
3.1 Opening remarks
The project mentor for the national fisherfolk organisation (NFO), Mr. Dougal James, welcomed the participants and stated the main objectives of the workshop. He expressed his pleasure at the representation present.

Mr. Terrence Phillips, CANARI, gave brief remarks in which he stated that the workshop is the fifth of eight (8) workshops that are being held under the project: “Strengthening Fisherfolk to Participate in Governance”. He also said that the project is aimed at building the capacity of the Caribbean Network of Fisherfolk Organisations (CNFO) and gave a brief overview of the project and the roles of stakeholders such as the fisherfolk organisations and Fisheries Division.

Mrs. Jennifer Cruickshank-Howard, Chief Fisheries Officer (Ag.), gave opening remarks in which she gave an overview of the workshop and the rationale for including Saint Vincent and the Grenadines among the eight countries. She welcomed the holding of the national fisherfolk workshop and encouraged the fishers to speak freely.

Mr. Cecil Jackson, Registrar of Cooperatives, highlighted the importance of fishers and their cooperatives in Saint Vincent and the Grenadines, and wished that the participants all success over the next two days. Mr. Eocen Victory, Chairman, NFO, stated that the NFO was started in 2007, after participation in the workshop to look at the networking of fisherfolk organisations, which was held in Grenada. He mentioned that he received training in leadership of FFOs under the same CRFM/CTA project. He thanked everyone for attending and hoped that the workshop would successful.

Participants were asked to briefly introduce themselves and what they hoped to achieve from the workshop. Some of the responses included:

- Problems the fisheries in Calliaqua faces and how they can be addressed
- See Barrouallie FFO back up and running
- See how the Fisheries Division can help the fisherfolk and/or FFOs
- See if we can make strides in Barrouallie through FAD project
- Hear issues fisherfolks are facing in Saint Vincent and the Grenadines
- Greater empowerment of fisherfolks to enhance their capacity to become involved in fisheries management
- Hope the NFO will be empowered to more effectively look after fisheries issues
- To gain more knowledge (education purposes)
- Hear how the fishers way of living can be improved
- To understand the roles of different organizations that can assist them.
Meeting of the minds, generate ideas and put them into practice
- Strengthening of the primary organizations and ultimately the NFO
- Fisherfolks working together to achieve maximum benefits from the fishing industry
- Primary organizations to work hard for the fishers and fishing industry

3.2 **Overview of the Strengthening Fisherfolk to participate in Governance project**

The STO presented an overview of the project in which he identified the donor and implementation partners; target groups and countries; period of the project, specific objectives; actions and achievements to date (See full presentation at Appendix 2).

3.3 **Role of the mentor**

The mentor gave a presentation on the role of a mentor in which he provided related definitions for a mentor; capacities required and the role that the mentor could play in the project (See full presentation at Appendix 3).

3.4 **Workshop objectives and agenda**

Participants reviewed the objectives and agenda for the workshop, with no changes being made. See the agenda at Appendix 4.

3.5 **Identification and analysis of problems facing fisherfolk in SVG**

With the co-facilitators (mentor and STO), the participants undertook a participatory exercise to identify, categorise and analyse the problems facing fisherfolk. The findings from this exercise are set out in Table 1.

![Figure 1: Grouping of problems identified including root causes and solutions.](image-url)
### Table 1: Identification and analysis of problems facing fisherfolk in SVG

<table>
<thead>
<tr>
<th>Common themes</th>
<th>Problems</th>
<th>Root causes</th>
<th>Possible solutions (Responsible party)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy &amp; Decision Making</td>
<td>• Accessing funds&lt;br&gt;• Fishers voice not taken seriously&lt;br&gt;• Not enough involvement of fishers in decision making&lt;br&gt;• Inadequate interest in participating in fisheries matter</td>
<td>• Conflicts in organizations&lt;br&gt;• Insufficient organization at the fisherfolk level&lt;br&gt;• Inadequate mechanism for participation of fishers</td>
<td>• Capacity building in advocacy &amp; communication&lt;br&gt; <em>Fisheries Division – Advisory Committee</em></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fisheries Business</td>
<td>• Insufficient security of assets (boats, engines, gears)&lt;br&gt;• High fuel cost&lt;br&gt;• Lack of ownership in terms of seeing fishing as a business&lt;br&gt;• Fishing not seen as a business&lt;br&gt;• Inadequate insurance for fishing vessels, etc.</td>
<td>• Insufficient equity in the value chain&lt;br&gt;• Inadequate motivation – self motivation&lt;br&gt;• Poor money management practices&lt;br&gt;• Insufficient appreciation of the value chain&lt;br&gt;• Inadequate business practices&lt;br&gt;• Fishing is seen a cultural &amp; spiritual activity&lt;br&gt;• Fishers &amp; fisheries managers do not share the same vision</td>
<td>• Build capacity at the cooperative department in assisting fishers&lt;br&gt; • Build capacities in business planning and communication&lt;br&gt; • Promote fishing as a business&lt;br&gt; • Build capacity in financial management and how to access financial resources&lt;br&gt; • Capacity building in advocacy &amp; communication&lt;br&gt; <em>Cooperative Department, FFO’s, Fisheries Division, Banking community, Donor agencies</em></td>
</tr>
<tr>
<td>Membership and Participation</td>
<td>• Inadequate participation by fishers in their cooperatives&lt;br&gt;• Insufficient incentives for involvement in the FFO’s&lt;br&gt;• Inadequate cooperation among fishers&lt;br&gt;• Poor membership of FFO’s&lt;br&gt;• Inadequate involvement of fisherfolks in cooperatives&lt;br&gt;• Fishers not participating in meetings&lt;br&gt;• Inadequate cooperation by fishers – not united</td>
<td>• Inadequate internal governance arrangements&lt;br&gt;• Insufficient incentives&lt;br&gt;• Inadequate empowerment</td>
<td>• Build communication skills&lt;br&gt; • Build advocacy skills&lt;br&gt; • Undertake membership drives&lt;br&gt; <em>Fisheries Division, Fisherman’s Day Committee, Other Fisheries Organizations</em></td>
</tr>
<tr>
<td>Fisheries Management</td>
<td>• Inadequate participation of fishers in fisheries</td>
<td>• Inadequate fisheries management planning</td>
<td>• Build capacity in relation to participatory planning</td>
</tr>
<tr>
<td>and Participation</td>
<td>management</td>
<td>lack of a management plan at the country level</td>
<td>Build team building skills</td>
</tr>
<tr>
<td>-------------------</td>
<td>------------</td>
<td>---------------------------------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>Enforcement</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lack of interest in fisheries management</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Inadequate provision of data</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capacity Building</td>
<td>Inadequate monitoring and surveillance of fishing vessels</td>
<td>Inadequate capacity to enforce</td>
<td>Build capacity to do monitoring, control and surveillance</td>
</tr>
<tr>
<td></td>
<td>Inadequate quality assurance arrangements and lack of enforcement</td>
<td>Lack of awareness</td>
<td>Build communication capacity</td>
</tr>
<tr>
<td></td>
<td>Inadequate enforcement of fisheries law</td>
<td>Inadequate planning and information sharing</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Inadequate certification of fishers</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Indiscriminate catching of juvenile fishes</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Illegal fishing</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Inadequate capacity building in fishing technology</td>
<td>Unwillingness to invest in needed technology</td>
<td>Build capacity to network – build relationships and networks with NGO’s, regional organizations, etc.</td>
</tr>
<tr>
<td></td>
<td>Cultural change is a difficult process – resistance to change</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lack of information on investment opportunities and knowledge about new/appropriate technologies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information Sharing &amp; Dissemination of Information</td>
<td>Insufficient communication among players in the industry</td>
<td>The way we perceive information - not seen as means of empowerment</td>
<td>Promote fishing as a career</td>
</tr>
<tr>
<td></td>
<td>Inadequate sharing and dissemination of information among fisherfolk</td>
<td>Insufficient access to information</td>
<td>Build capacity of the Fisheries Division staff – make them rounded &amp; knowledgeable about the fisheries Sector in SVG</td>
</tr>
<tr>
<td></td>
<td>Lack of exposure to appropriate technology for fishing industry</td>
<td>Inadequate mechanism for sharing information</td>
<td>Build capacities in communication – need resources to communicate as well</td>
</tr>
<tr>
<td>Youth Involvement</td>
<td>Fishing not promoted as a career opportunity for youths</td>
<td>Need to become seeker of information – member do not demand reports</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fishing not perceived as a livelihood option by young people</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Fishermen not seen as good role models</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management of Fisherfolk Organization</td>
<td>Inadequate participation by fishers in their own organizations</td>
<td>Inadequate monitoring and evaluation</td>
<td>Improve in governance</td>
</tr>
</tbody>
</table>
| & Participation | • Inadequate delivery of training by Co-operatives  
• Inadequate training for board members of the Co-operatives  
• Inadequate reporting | • Insufficient education and awareness  
• Inadequate leadership  
• Inadequate succession planning  
• Insufficient planning  
• Lack of openness & transparency  
• Poor governance arrangements | • Build leadership & management capacity  
(Cooparatives Department, Fisherfolk organizations) |
| Social Security | Inadequate social security coverage for fisherfolk | • Cultural mind set against payment of fees for social security  
• Lack institutional outreach – NIS needs to go after the fisherfolk  
• Insufficient awareness  
• Fees may be difficult to pay – make payment cost effective  
• Most fishermen do not work for a set salary or wage | • The National Insurance Services needs to be more aggressive in promoting their social security programmes. |
Following the problem identification and analysis exercise, participants identified and voted on the three areas for priority action. The top three themes are highlighted in red in Table 2.

![Figure 2: Participants vote on areas for priority action.]

Table 2: Voting result on common themes by participants

<table>
<thead>
<tr>
<th>Common themes</th>
<th>Number of votes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Policy &amp; Decision Making</td>
<td>9</td>
</tr>
<tr>
<td><strong>Fisheries Business</strong></td>
<td><strong>16</strong></td>
</tr>
<tr>
<td><strong>Membership and Participation</strong></td>
<td><strong>11</strong></td>
</tr>
<tr>
<td>Fisheries Management and Participation</td>
<td>4</td>
</tr>
<tr>
<td>Enforcement</td>
<td>4</td>
</tr>
<tr>
<td>Capacity Building</td>
<td>0</td>
</tr>
<tr>
<td>Information Sharing &amp; Dissemination of Information</td>
<td>5</td>
</tr>
<tr>
<td>Youth Involvement</td>
<td>7</td>
</tr>
<tr>
<td><strong>Management of Fisherfolk Organization &amp; Participation</strong></td>
<td><strong>19</strong></td>
</tr>
<tr>
<td>Social Security</td>
<td>5</td>
</tr>
</tbody>
</table>
3.6 Planning for organizational strengthening

Using an organisational assessment tool (See tool at Appendix 5), participants undertook an exercise to evaluate the performance of the NFO and primary fisherfolk organisations. The results of the exercise are summarised in Table 3 below.

Table 3: Response to Organisational Assessment for NGO’s

<table>
<thead>
<tr>
<th>Question</th>
<th>NFO’s</th>
<th>PFO’s</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1a.</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>1b.</td>
<td>N/A</td>
<td>Yes</td>
<td>Action needs to be taken to ensure compliance with relevant regulations. Not all Fisherfolk Co-operatives are complying.</td>
</tr>
<tr>
<td>1c.</td>
<td>Yes</td>
<td>No</td>
<td></td>
</tr>
<tr>
<td>1d.</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>1e.</td>
<td>No</td>
<td>No</td>
<td>By-laws need to be amended to reflect the Cooperatives Act.</td>
</tr>
<tr>
<td>1f.</td>
<td>Yes</td>
<td>No</td>
<td>Build capacity in communication and reporting</td>
</tr>
<tr>
<td>1g.</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>2a.</td>
<td>No</td>
<td>Yes</td>
<td>Board not adequate. In some cases there are challenges to fully constitute the Board from general membership.</td>
</tr>
<tr>
<td>2b</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
</tr>
<tr>
<td>2c.</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
</tr>
</tbody>
</table>

It was recommends that the entire assessment should be completed by all fisherfolk organizations present at the workshop.

3.7 Identifying policy opportunities

A panel discussion spearheaded by representatives from the Fisheries Division (Ms. Jennifer Cruickshank-Howard), CRFM (Dr. Susan Singh-Renton), NFO (Winsbert Harry), Cooperative Department (Mr. Albert Edwards) and CANARI (Terrence Phillips) helped the participants to understand the ways in which fisheries policies were addressing/ not addressing the root causes identified, as well as identify possible opportunities.
Figure 3: Panel discussion with panellist at the head table

Among the points of note were:

- CRFM has been working on the Caribbean Community Common Fisheries Policy, which speaks to most if not all of the issues identified. The policy has been endorsed by the Ministers responsible for fisheries, but is yet to be approved at the level of the CARICOM Heads of Government.
- Fisherfolks should have a say in the development of fisheries and related policies
- Policies should be review regularly to test their performance and relevance
- Fisheries management plan(s) contribute to policy implementation
- Fishers need to take a business approach to doing things, however, Fisheries Division lacked the necessary capacity to provide effective guidance.
- There has been a strategic realignment within the Co-operative Department which has resulted in more resources being available to assist non-financial co-operative societies.
- There is a need for training of persons in all aspects of the fishing business
- The Fisheries Division has a draft policy document (Fisheries & Aquaculture Policy) and a number of persons in the industry were a part of the process to develop it. However it needs to be reviewed.
- Some of the Fisheries Division annual work programmes come out of the policy document
- The major problem for the Fisheries Division is finance to implement the programs however some are usually attached to projects.
- The development and implementation of certain food and food product standards, including meeting HACCP requirement to export fish & fish products to the EU markets, have been a major part of the Fisheries Division annual work programme
- Training for staff and person in the fishing industry within the fish processing establishments (FPE’s) and in FAD construction were carried out during the year
CRFM is working with CARICOM and IICA on the implementation of a project to improve Sanitary and Phyto-Sanitary measures. There are examples of successful Co-operatives throughout the region, so co-operatives could be seen as the way forward and the key to the FFO’s development. Co-operatives could be used in advocacy and policy influencing. Success stories could be used to mobilize members. Partnerships and relationships are needed were recognised as being important to the development of FFOs.

The STO made a presentation on global and regional fisheries and related policies. This is provided at Appendix 6.

3.8 Identifying advocacy objectives, target audiences and messages

Participants viewed a participatory video and analysed it.

Video: Case study dealing with communication for development – “Fish for gas”.

• What were some of the main points being made in the video? Some of the responses were:
  o Lack of resources – ice to store fish & gas
  o Vendors receiving benefits (marketing issues)
  o Quality controls were poor
  o No proper landing facility
  o No storage facility for engines
  o Pricing issue
  o Lack of unity
  o Community was speaking with a united voice
  o Communication between fisherfolks and relevant organizations were lacking
  o The fisherfolk were seeking empowerment
  o They had a plan for improvement of their business
  o The relationship between fishers and suppliers of gas was loose
  o Lack of access to land.

• Who do you think they were targeting? Some responses were:
  o General public
  o Fisheries Division
  o Government
  o The relevant Ministries
  o Community
  o Beyond the country

• What are the actions required of the target audience? Some responses were:
  o Building awareness
  o Lobbying
Putting things in place

Ministry to provide land
Mobilizing other communities

What was the tone of the presentation? Some responses were:

Non-confrontational
Advocating
Encouraging

How can this product (video) be distributed? Some responses were:

Online/Internet
Media
Regional organizations
Memory stick
Shared with student/youths

3.9 Communication for policy influence

Participants reviewed a presentation (See full presentation at Appendix 7) on communication for policy influence which highlighted the following steps:

Step 1: Objective – change in behavior, advocate for action (know why)
Step 2: Identify your target audience(s) – decision makers, media (know your audience)
Step 3: develop your message(s) – be clear, concise, correct & credible, comprehensive and consistent.
Step 4: Decide on the product and channel or pathway for delivery of message(s) to each target audience. Product(s) should have a broad reach though it targets a particular audience – more than one can be used. Different pathways can be used depending on your target audience.

Participants were divided into three groups and asked to develop a communication message using the steps previously outlined. See Table 4 below for results.
Figure 4: Group 3 developing a communication message for “Youth Involvement”
<table>
<thead>
<tr>
<th>Communication Plan</th>
<th>Group 1</th>
<th>Group 2</th>
<th>Group 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Title</strong></td>
<td>Policy &amp; Decision Making</td>
<td>Management of FFO’s</td>
<td>Youth Involvement</td>
</tr>
<tr>
<td><strong>Objective</strong></td>
<td>Advocate for mechanisms to facilitate participation of stakeholders in policy &amp; decision making</td>
<td>To create awareness about the importance of fishing as a business</td>
<td>Fishing to be introduce in the education system (schools) - Fishing as a business - Sustainability of a nation - Continuity of the fishing industry</td>
</tr>
<tr>
<td><strong>Target Audience</strong></td>
<td>CFO, Fisheries Division, P/S &amp; Minister of Agriculture &amp; Fisheries, NFO, FFO’s</td>
<td>FFO’s, Fisheries Division, Cooperative Department</td>
<td>Youths, Parents, P/S &amp; Ministers, General community, Media, P.T.A, FFO’s, NFO, CFO</td>
</tr>
<tr>
<td><strong>Message(s)</strong></td>
<td><strong>To fisherfolks:</strong> - Come on fisherfolks, ley we break de yolk - Open your eyes &amp; see Ley we set ah policy - So to avoid all the sorrow involve us today, for a better tomorrow - <strong>To CFO &amp; Minister/PS:</strong> - Put fisherfolk in the policy making process</td>
<td><strong>To CFO &amp; Minister/PS:</strong> - Put fisherfolk in the policy making process - Strong leadership - Sound management structures - Importance of leadership - Importance of ownership - Must be aware of the nutritional value of fish</td>
<td><strong>There is scope for youths in the fishing industry</strong> - “Make fishing your career choice, there is a great future in it” (Boat owner, retailer of fish products, sport fishing etc.)</td>
</tr>
<tr>
<td><strong>Product</strong></td>
<td>Song, Policy brief &amp; video</td>
<td>Policy brief, Face to face interaction</td>
<td>Documentary, Skits (drama)</td>
</tr>
<tr>
<td><strong>Pathway</strong></td>
<td>Radio, Television, YouTube, Drama, Face-Face, Meeting with FFO’s, Interviews</td>
<td>Videos, Flyers, Social media</td>
<td>Radio programs, Community out reach, Poster competitions</td>
</tr>
<tr>
<td><strong>Comments</strong></td>
<td>Q: What is the difference between a message &amp; a slogan? R: There is no big difference because their objective is to get the attention of the target audience</td>
<td>Two themes were merged: fishing as a business and organizational development</td>
<td>Message should reflect the objective. It is not enough saying put fishing in the school curriculum. The message and follow through should speak to career opportunities in the entire fisheries sector.</td>
</tr>
</tbody>
</table>
4 Next steps

Participants were asked what they would like to happen after the workshop. Some responses were:

- Continue capacity building in FFOs
- Put what we learn in practice for FFOs
- Do the needs assessments of FFOs
- Review the by-laws of the FFOs
- Become more aquatinted with fisheries and related policies
- Share information with members
- Become more familiar with this project and other related projects

4.1 What fisherfolk organizations need to do as a next step to take this forward? Build capacities in:

- Policy influencing
- Communication
- Financial management
- Leadership
- Planning/Project development and implementation
- Proposal writing
- Preparation of business plans
- Marketing.

Some possible opportunities for accessing resources were identified as the ECMMAN project, UNEP-CAMPAM project and CATS project. The Cooperative Department offered assistance in writing project proposals.

It was noted that the fisherfolk could advocate for the Fisheries Division to develop the national fisheries policy.

5 Workshop evaluation

A participatory evaluation exercise was conducted to determine the level of achievement for each objective of the workshop (Figure 6).
The results of the evaluation are as follows:

- Identify challenges to fisherfolk in St. Vincent and the Grenadines playing an effective role in fisheries governance and management: 90%
- Identify priorities for strengthening fisherfolk organizations in St. Vincent and the Grenadines; 90 – 97%
- Identify opportunities for fisherfolk in St. Vincent and the Grenadines to address some of the challenges identified through getting involved in key national, regional and global policy and decision-making processes; 75 – 80%
- Confirm which needs the “Strengthening Caribbean fisherfolk to participate in governance” project can help to address in St. Vincent and the Grenadines; 98%

6 Conclusion

The objectives of the workshop were achieved. The participants identified the challenges facing fisherfolk in St. Vincent and the Grenadines and categorised them. They assessed the needs of fisherfolk organisations in the country and looked at determined priority areas that should be addressed. They were able to learn of policies and started to look at ways in which international, regional and national policies could provide them with opportunities to address their problems.

The workshop came to an end with brief remarks being made by the mentor, and representatives from the NFO, CRFM and CANARI.
## Appendix 1: List of participants

<table>
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Appendix 2 – Project overview presentation

National Fisherfolk Workshop
Grenada
29 – 30 May 2014

Strengthening Fisherfolk to Participate in Governance
[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]

Introduction cont’d

4 year project

Funded by the European Union EuropeAid programme €1,032,099

Being implemented by 5 partners (Project Steering Committee):
– Caribbean Natural Resources Institute (CANARI)
– Centre for Resource Management and Environmental Studies
(CERMES) of the University of the West Indies (UWI)
– Panos Caribbean
– Caribbean Network of Fisherfolk Organisations (CNFO)
– Caribbean Regional Fisheries Mechanism (CRFM)

Introduction

Project targets the CNFO and its member NFOs 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

strengthen the CNFO and its member NFOs in the CARICOM countries

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

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

improve the effectiveness and equity of participation of fisherfolk in decision-making processes in the governance of Caribbean fisheries in relation to food security.
**Activities**

- Update the Needs Assessment (2005)
- Establish Fisherfolk Leaders Action Learning Group to support effective participation of fisherfolk and their organisations in governance and management of the small scale fisheries sector in the Caribbean – 4 meetings
- Train mentors to assist fisherfolk organisations in the 17 countries in building their capabilities for governance – 2 meetings
- Convene national workshops in 8 countries to identify challenges to fisherfolk in FFOs playing an effective role in fisheries governance and management; identify priorities for strengthening FFOs; identify opportunities for FFOs to address some of the challenges by getting involved in key national, regional and global policy and decision-making processes; and confirm which challenges the project can help to address under the SGF – 2 sets

**Activities cont’d**

- Produce participatory video products and other communication products to enhance vertical communication with decision-makers as well as horizontal communication with fisherfolk in other countries that may not be part of the project (policy influence)
- Sponsor fisherfolk participation in key regional meetings to give them strategic opportunities to directly participate in high-level regional decision-making on fisheries governance and management
- Implement the Small Grants Facility [total €100,000] – at least 15 grants of €1,000 - €10,000 will be made available to registered fisherfolk organisations to be used to strengthen their capacity to participate in governance.

**Results**

- Built capacity of CNFO to bring the voice of fisherfolk into regional fisheries policy and planning processes
- Built capacity of NFOs, FFOs 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 FFOs; 3 CFOs and partners)
- 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
- Establishment of the group of mentors to FFOs (22 mentors)
- Completion of national fisherfolk workshops in Barbados, Dominica, Jamaica, Saint Lucia, St. Vincent and the Grenadines and Suriname
Work Plan for 2014

- Facilitate and report on the first set of national fisherfolk workshops in 8 countries
- Facilitate participatory video workshop to develop videos for policy influence
- Implement the Small Grants Facility
- Facilitate and report on the second FFALG workshop
- Facilitate and report on the second training of mentors workshop

Work Plan for 2014

- Keep updated and facilitate online project webpage and input into discussion forum
- Support and facilitate participation of fisherfolk representatives in at least two key decision-making meetings
- Conduct independent mid-term project evaluation

For more information contact CANARI

http://www.canari.org/cm2.asp
APPENDIX 3 – Mentoring presentation

Introduction to mentoring

Strengthening Caribbean fisherfolk to participate in governance

National Fisherfolk Workshop

May 5 - 6, 2014

St. Vincent and the Grenadines

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 prepare the individual for greater productivity or achievement in the future. CWIT Mentoring Tool Kit (2004)

What is the difference between...

- Mentoring
- Facilitating
- Coaching
- Training
- Networking

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

TABLE: What is the difference between mentoring, facilitating, coaching, training, and 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

Mentoring model
WHERE ARE THEY GOING?
WHERE DO THEY WANT TO BE?
HOW ARE THEY PROGRESSING?
HOW WILL THEY GET THERE?

Mentoring experimentation model
1. Initiate exploration
What do we know?
What is the current situation? What are the implications? What factors are impacting on? What could be different? The situation?
What might be done?
How do they affect the
What might be the consequences of the situation? What actions contemplated?
Why should it change?
What then are realistic goals?

2. Facilitate learning

4. Support
How is it going?
Are adjustments needed?
Are the expected outcomes being produced? Are there unexpected outcomes?
What could be done differently next time?

8 3. Guide the planning process

How might the goals be achieved? What actions would be needed? How will it be done? What resources will be needed? How will progress be monitored?
APPENDIX 4 – Workshop Agenda

National Fisherfolk Workshop

St. Vincent and the Grenadines

5 - 6 May 2014

Draft Agenda

Workshop Objectives

By the end of the workshop, fisherfolk will:

- identify challenges to fisherfolk in St. Vincent and the Grenadines playing an effective role in fisheries governance and management;
- identify priorities for strengthening fisherfolk organisations in St. Vincent and the Grenadines;
- identify opportunities for fisherfolk in St. Vincent and the Grenadines 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 St. Vincent and the Grenadines.

<table>
<thead>
<tr>
<th>Day 1 - 5 May 2014</th>
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<tbody>
<tr>
<td>Time</td>
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<tr>
<td>9:00 am</td>
</tr>
<tr>
<td><strong>Session 1: Introduction</strong></td>
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<tr>
<td>9:30 am</td>
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<td>9:45 am</td>
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<td><strong>Session 2: Identification of problems facing fisherfolk</strong></td>
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<td><strong>Session 3: Analysis of problems facing fisherfolk</strong></td>
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Appendix 5: Organisational Assessment for NGOs

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?
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?

   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 – Global and regional fisheries policies presentation

National Fisherfolk Workshop
St. Vincent and the Grenadines
May 5 - 6, 2014

Food security and related fisheries policies, programmes

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)
- CLME + SAP
- Caribbean community common fisheries policy
- Countries 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


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.
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.
**Vision for the Caribbean and North Brazil Shelf LMEs**

A healthy marine environment in the CLME+ that provides benefits and livelihoods for the well-being of the people of the region.

Healthy marine ecosystems that are adequately valued and protected through robust, integrative and inclusive governance arrangements at regional, sub-regional, national and local levels, which in turn effectively enable adaptive management that maximises, in a sustainable manner, the provision of goods and services in support of enhanced livelihoods and human well-being.

---

**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.
Caribbean community common fisheries policy (CCCFP) cont’d
CCFP 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

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.

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.
APPENDIX 7 – Communication for policy influence presentation

Communication for policy influence

Strengthening Caribbean fisherfolk to participate in governance

National Fisherfolk Workshop
St. Vincent and the Grenadines
5 - 6 May 2014

Example: CNFO’s objectives

Raise awareness of policy makers and managers in government about the issues, needs and ideas of fisherfolk in making decisions about fisheries management and CC adaptation.
Raise the visibility of the CNFO and its members at the national and local levels

Example: CNFO’s target audiences

<table>
<thead>
<tr>
<th>Government Ministers</th>
<th>Heads of major companies, NGOs and regional organisations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fisheries divisions</td>
<td>High level media executives</td>
</tr>
<tr>
<td>Permanent Secretaries</td>
<td>Fisheries Managers</td>
</tr>
<tr>
<td>CEOs of government agencies with marine jurisdiction</td>
<td>Coastal Zone Managers</td>
</tr>
</tbody>
</table>

Step 1: Identify the objective of your communication

- Your objective links ahead to the change or results you would like to see.
- Objectives can be:
  i. to raise awareness
  ii. to share knowledge
  iii. to effect a change in behaviour
  iv. to advocate for ‘action’ (can further define the action)

Step 2: Identify your target audience(s)

- Who are you communicating to? For example is your audience a decision maker, resource user, or media representative?
- Ask yourself the following questions:
  i. What are the interests, beliefs and agenda of this audience?
  ii. Do I know the background of the audience so that I can fine tune the approach I take?

Step 3: Develop your message(s)

- What are your objectives? What do you hope to achieve by the delivery of your message?
  i. Frame your message in a way that engages the target audience — connect with where the audience is now and guide your message to where you want it to go. ii. Ensure you observe “the 5Cs” of communication: be clear, concise, correct/credible, comprehensive and consistent in your message.
Example: CNFO’s messages

Transparency, accountability and participation are important in fisheries management. Fisherfolk bring local and traditional knowledge to fisheries management. Fisherfolk need to get together to have a united and strong voice.

Example: CNFO’s products and pathways

<table>
<thead>
<tr>
<th>Product</th>
<th>Pathway</th>
</tr>
</thead>
<tbody>
<tr>
<td>Videos</td>
<td>Face to face meetings</td>
</tr>
<tr>
<td>Policy briefs</td>
<td>Workshops</td>
</tr>
<tr>
<td>Flyers</td>
<td>Television</td>
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<tr>
<td>Songs</td>
<td>Radio</td>
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<tr>
<td>Drama</td>
<td>Demonstration/ marches</td>
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<tr>
<td>E-mails/ text messages</td>
<td>YouTube/Facebook</td>
</tr>
<tr>
<td>Reports</td>
<td>Telephone calls/ texting</td>
</tr>
</tbody>
</table>

Step 4: Decide on the product and channel or pathway for delivery of message(s) to each target audience

- Selection of the mechanism for delivery of your message (product, pathway) will be linked to the audience’s interests and preferences so you need to determine:
  i. What media, forums etc. your target audience accesses
  ii. Who influences the audience (i.e. who might be an intermediary messenger or champion)