



NATIONAL FISHERFOLK WORKSHOP REPORT

Saint Lucia

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



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2 - 3 April, 2014

Contents

1	Introduction	1
1.1	Objectives of workshop	1
1.2	Participants	1
2	Method.....	2
3	Workshop Proceedings	2
3.1	Opening remarks	2
3.2	Project overview and agenda	2
3.3	Importance of mentoring	2
3.4	Identification of problems facing Saint Lucian fisherfolk	2
3.5	Planning for Organisational Strengthening	6
3.6	Identification of policy opportunities	6
3.7	Key points from the panel discussion on fisheries policy.....	7
3.8	Components of a communication and advocacy plan	7
4	Workshop evaluation	9
5	Closing remarks.....	9

1 Introduction

The Caribbean Natural Resources Institute (CANARI) recently received a €1,032,099 grant from the European Union, through 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. Saint Lucia 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.

This report covers the proceedings and findings of the Saint Lucia workshop, held at the Department of Fisheries, Conference Room in Vieux Fort during April 2nd – 3rd, 2014.

1.1 Objectives of workshop

The objectives of the workshop were to:

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

1.2 Participants

The workshop brought together key stakeholders of the fishing industry which included representatives from nine fishermen’s co-operative societies in Saint Lucia (managers and members of Boards of Directors, active fishers within the fishing communities), president of the national fisherfolk organisation (NFO), representatives from the Fisheries and Co-operatives Departments, a representative from CANARI and observer from a private consulting firm. A total of thirty three (33) persons were in attendance over the two day period. The list of participants is found in Appendix 1.

2 Method

- 2.1 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.

3 Workshop Proceedings

3.1 *Opening remarks*

The workshop began with a short opening ceremony, including a prayer by one of the participants Mr. Ian Joseph. Brief remarks were made by Mr. Rufus George, Chief Fisheries Officer, who gave the participants his Ministry's commitment in supporting the activities of the project and assurances that the Department of Fisheries will continue working with fisherfolk organisations to strengthen their participation in governance processes. He also noted and thanked CANARI for the partnership and vision to include fisherfolk in this project. He was followed by Mr. Christopher Lamontagne, Co-operatives Department, who assured representatives of the department's continued support in the rehabilitation process for the co-operative movement. Mr. Horace Walters, president of the NFO, asked managers to work closely with their board of directors, as they played a significant role in the financial management of the co-operatives, a matter which has plagued them for years. Mr. Terrence Phillips, Senior Technical Officer, CANARI, gave a brief overview of the project.

3.2 *Project overview and agenda*

Following the opening remarks, participants were given an overview of the *Strengthening Fisherfolk to Participate in Governance* project (See full presentation at Appendix 2). Before continuing, the group reviewed and agreed to the workshop agenda (See agenda at Appendix 3).

3.3 *Importance of mentoring*

A presentation on the purpose and importance of mentoring was delivered. (See full presentation at Appendix 4).

3.4 *Identification of problems facing Saint Lucian fisherfolk*

Participants, with assistance from the co-facilitators (mentors and CANARI representative), undertook an exercise to:

- identify and categorise the problems facing fisherfolk
- analyse the problems facing fisherfolk
- prioritise the problems facing fisherfolk.

The findings from this exercise are set out in the Table 1 below.

Table 1: Findings of the identification, categorisation and analysis of problems facing fisherfolk

Category	Problems	Root Causes	Solutions
Conflict Management	<ol style="list-style-type: none"> 1. Tourist interfering with fishing gear under the water 	<ol style="list-style-type: none"> 1. Inadequate collaboration between sectors 2. Inadequate sectoral planning 	<ol style="list-style-type: none"> 1. Collaboration between sectors 2. Inter-sectoral planning 3. Awareness building in the tourism sector
Cost of Operations	<ol style="list-style-type: none"> 1. High cost of fishing operations 2. Low prices offered by Saint Lucia Fish Marketing Corporation for fish 3. High cost of fuel 	<ol style="list-style-type: none"> 1. Inadequate access to information 2. Inadequate technology 	<ol style="list-style-type: none"> 1. Change "culture" regarding the pricing of fish and fish products 2. Improve knowledge and skills 3. Training and education 4. Price control for gas
Capacity Building	<ol style="list-style-type: none"> 1. Poor management/ leadership 2. Unavailability of training for board members 	<ol style="list-style-type: none"> 1. Inadequate succession planning 2. Inadequate appreciation of the need for high quality for leadership 3. Inadequacy of current regulations/by-laws 4. Inadequate criteria for selection 	<ol style="list-style-type: none"> 1. Develop criteria and certification for leadership 2. Put in place mechanism for succession planning
Management of Fishing Facilities	<ol style="list-style-type: none"> 1. Inadequate security for fishers and vessels 2. Poor maintenance of fishing ports 3. Poor management 	<ol style="list-style-type: none"> 1. Inadequate policy 2. Inadequate marketing arrangements 	<ol style="list-style-type: none"> 1. Develop mechanism for financial management 2. Promote good business

	of ports		3. Build capacities in
	4. Bad condition of moorings in Choiseul		management
Praedial larceny	1. People interfering with fishing pots	<ol style="list-style-type: none"> 1. Inadequate enforcement, monitoring, control and surveillance {MCS} 2. Inadequate collaboration between enforcement agencies 3. Inadequate awareness 4. Greed 	<ol style="list-style-type: none"> 1. Promote collaboration amongst agencies 2. Build enforcement capacities 3. Develop awareness programs
Fisheries Management	<ol style="list-style-type: none"> 1. Inadequate distribution of FADs 2. What's being done about lionfish? 	<ol style="list-style-type: none"> 1. Inadequate sectoral planning 2. Inadequate fisheries management 	<ol style="list-style-type: none"> 1. Approve fisheries management plans 2. Develop capacity building programmes
Organisational (fisherfolk) issues	<ol style="list-style-type: none"> 1. Poor quality of fishing equipment 2. Bad debts 3. Fishermen not joining co-operatives {membership} 4. Poor supervision by co-operative department 5. Fishers not coming together 6. Misunderstanding of roles and responsibilities in co-operatives 7. Too many fishermen's co- 	<ol style="list-style-type: none"> 1. Lack of will to create synergy amongst co-operatives 2. Inadequate institutional environment 3. Inadequate networking structure 4. Inadequate awareness of the co-operatives 	<ol style="list-style-type: none"> 1. Implement by-laws and business plans 2. Improve mechanism for good governance 3. Build awareness about quality of leadership 4. Review policies and legislation on co-operatives

	<p>operatives</p> <ol style="list-style-type: none"> 8. Inadequate Communication 9. Lack of critical mass - structure 		
Quality assurance	<ol style="list-style-type: none"> 1. Lack of knowledge of fish handling, equipment and storage 2. Poor sanitation/hygiene 3. Poor management of Vieux Fort fishing complex {by SLFMC} 	<ol style="list-style-type: none"> 1. Inadequate training 2. Inadequate enforcement 3. Inadequate onshore infrastructure 	<ol style="list-style-type: none"> 1. Develop suitable training programmes 2. Provide good infrastructure onshore/offshore
Management of complexes	<ol style="list-style-type: none"> 1. Inadequate social security for fishers 2. Poor governance 3. Inadequate policy and support 	<ol style="list-style-type: none"> 1. Inadequate marketing arrangement 2. Inadequate consultation 3. Inadequate policy 	<ol style="list-style-type: none"> 1. Improve policy and approaches to management of the complexes and marketing 2. Put in place adequate mechanism for consultation
Policy	<ol style="list-style-type: none"> 1. Lack of synergy between parties within the fishing industry 2. Inadequate fishing facility in Micoud 3. Lack of payment from SLFMC which affects day to day operations of co-operative 	<ol style="list-style-type: none"> 1. Inadequate advocacy 2. Inadequate consultation 3. Inadequate collaboration amongst stakeholders 	<ol style="list-style-type: none"> 1. Strengthen National Fisherfolk Organisation 2. Develop advocacy skills
Status	Lack of respect for fishermen	<ol style="list-style-type: none"> 1. Inadequate recognition of the importance of the fishery sector 2. Stereotyping 3. Inadequate advocacy 4. Inadequate career 	<ol style="list-style-type: none"> 1. Collaborate in data collection and management 2. Improved reporting on the performance of the fisheries sector

		opportunities within the fisheries sector	3. Promoting career opportunities in the fisheries sector
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3.5 Planning for Organisational Strengthening

Using an instrument for organisational assessments (See instrument at Appendix 5), participants undertook rapid assessments of the NFO and primary fisherfolk organisations in general. This was seen as a demonstration to encourage participants to undertake similar assessments of their fisherfolk organisations in collaboration with their boards of directors.

3.6 Identification of policy opportunities

Participants reviewed the root causes of the issues facing fisherfolk, especially those requiring policy intervention. They were also given an overview of global and regional policies such as the FAO Code of Conduct, Draft Small Scale Fisheries Guidelines, Castries Declaration on IUU Fishing and the Draft Caribbean Community Common Fisheries Policy as providing likely opportunities to address their problems (See full presentation at Appendix 6).

Mr. Thomas Nelson, Fisheries Biologist, Department of Fisheries, Mrs. Althea Caesar, Deputy Registrar, Department of Co-operatives, Mr. Horace Walters, President, National Fisherfolk Organisation and Mr. Terrence Phillips, Senior Technical Officer, CANARI were the panellist on the discussion to identify policy opportunities.



Figure 1: Workshop participants take part in a panel discussion on fisheries policy

3.7 Key points from the panel discussion on fisheries policy

Among the points coming out from the panel presentations and plenary discussions were:

- The fisheries department promotes responsible management of fisheries resources, in collaboration with the fishers, in order to achieve sustainable development of the fisheries sector.
- The Draft National Fisheries Plan has been approved but not formally adopted.
- Over the years fishers have made significant contributions to the socio-economic development of themselves, their families and communities.
- The fisheries department is continuing with its work programme in capacity building of young fishers which includes training for conch divers and boat masters.
- The cooperatives department, within the next financial year, will be looking at a programme to "rehabilitate and upgrade non-financial co-operatives" which should improve the business acumen and the compliance levels of fisher co-operatives.
- The Co-operatives Department will work collaboratively with all stakeholder agencies along the value chain to create awareness of and address the challenges faced by the non-financial cooperatives.
- There was need to improve on the participatory approach to fisheries policy development and implementation at all levels.
- Fisherfolk organisations need to pay more attention to their internal governance arrangements to promote participation, transparency and accountability.

3.8 Components of a communication and advocacy plan

Following the panel discussion a presentation on the development of a communication and advocacy plan (See full presentation at Appendix 7) was delivered. The presentation covered topics such as, developing communication objectives; messages; identifying target audiences and products and pathways. At the end of the presentation participants were broken up into working groups to develop their own communication and advocacy plans. Participants then reconvened in plenary to share their plans. A summary of the groups' presentations is given in Table 2.



Figure 2: Participants work in groups to develop communication and advocacy plans.

Table 2: Communication and advocacy: Summary of group presentations

Group	Objective/Message	Audience	Pathways
1	Sustainable use of Marine Resources	Minister of Tourism, department of Fisheries, Sports, National Security, Hoteliers- guest, Dive operators, Day boat charters association, general public	Press release, fliers, town hall meetings, school visits, skits, cabinet brief, talk shows
2	More flexible organizations – encourage recruitment of qualified staff - Organizational planning	Management, board members	Face to face, meetings, workshops, electronic – success story
3	Based on the administrative review done by the consultant during 2012 a major limitation in the organization was identified as the need for the board of directors to be more effective in the performance of their duties, to address this deficiency a program of training in the co-operatives bye law legislation of policies governing the has been recommended for the board, grateful if you could schedule a meeting to discuss the above	Board of directors	Letter from managers meeting

4 Workshop evaluation

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. The results of the evaluation are given in Table 3 below.

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

Workshop objective	Rating
Identify challenges to fisherfolk in Saint Lucia playing an effective role in fisheries governance and management	80 - 100%
Identify priorities for strengthening fisherfolk organisation in Saint Lucia	80 - 90%
Identify opportunities for fisherfolk in Saint Lucia to address some of the challenges identified through getting involved in key national, regional and global policy decision making processes	90 - 100%
Confirm which needs the "Strengthening Caribbean Fisherfolk to participate in Governance" project can help to address in Saint Lucia	90 - 100%

5 Closing remarks

Ms. Polius, mentor, thanked participants for actively participating in the discussions and encouraged them to go to their various co-operatives and communities and implement what they had learnt. She applauded them for never once complaining about their lost fishing days, and assured them that their contribution in the workshop will go a long way in effecting change within the co-operative movement in Saint Lucia.

APPENDIX 1 – LIST OF PARTICIPANTS

National Fisherfolk Workshop
 Saint Lucia
 2-3 April, 2014
 Participants List

Name	Designation	Organisation	Address	Telephone	Mobile	Email
Jacqueline Theophilus	Secretary	Choiseul Fishermen's Co-operative	La Farge Choiseul	459-3120	286-3726	
Felix Chicot	Secretary	Saint Lucia Fisherfolk Organisation	Laborie	455-9159	287 4027	Felixchicot@gmail.com
Colins Jacobs	Board member	Soufriere Fishermen's Co-operative	Cresland Soufriere		720-2376	
Joyce President	Vice President	Goodwill Fishermen's Co-operative	Vieux Fort	454-5480	721-7533	jvelinor@gmail.com
Victor Haynes	Fisher	Soufriere Fishermen's Co-operative	Soufriere		486-8865	
Fredrick Philman	Fisher	Laborie Fishermen's Co-operative	Laborie		486-9775	

Kester Simon	Fisher	Laborie Fishermen's Co-operative	Laborie		719-6844	
Claudius Francis	Manager	EMCON	Trouya, Gros Islet	452-9486	719-1429	empower@gmail.com info@empowerconsult.org
Ian Joseph	Supervisory Committee	Gros Islet Fishermen's Co-operative	Chapel St. Gros Islet		722-6399	ianJoseph@hotmail.com
Julitta Herman	Supervisory Committee	Gros Islet Fishermen's Co-operative	Gros Islet	450-3924	484-8385 520-1222	Jue968@hotmail.com
Gregory Deterville	Secretary	Anse La Raye/Canaries Fishermen's and Consumers Society	Anse La Raye		715-9858	
Justina Toussaint	Manager/Secretary	East Coast Fishers and Consumers Co-operative Society	Micoud		719-7716	skilla59@hotmail.com
Justina Toussaint	Manager/Secretary	East Coast Fishers and Consumers Co-operative Society	Micoud		719-7716	skilla59@hotmail.com
Mac Clement St Rose	Board Member	Goodwill Fishermen's Co-operative	Vieux Fort		716-9148	fisher12370@hotmail.com
Josaphat Mathurin	Fisher	Goodwill Fishermen's Co-operative	Vieux Fort		715-9475	

Devon Stephen	Fisher	Choiseul Fishermen's Co-operative	Choiseul		520-7473	
Alva Lynch	Manager	Castries Fishermen's Co-operative	Castries	452-6949	460-8279	alvalynch@hotmail.com
Ernest Inglis	Fisher	Castries Fishermen's Co-operative	Castries		717-5007	
Lindel Reggie	Board Member	Dennerly Fishermen's Co-operative	Dennerly		519-7256	playerreggiehappy@yahoo.com
Kaygianna Toussaint - Charlery	Manager	Goodwill Fishermen's Co-operative	Vieux Fort	454-9871		goodwillfishermen'scoop@hotmail.com
Emma Michaud	Manager	Gros Islet Fishermen's Co-operative	Gros islet	450-9662	718-1873	gi-fishermen@hotmail.com
Leona Edward	Accounts clerk	Dennerly Fishermen's Co-operative	Dennerly	453-8749		
Christiani Leon	Manager	Laborie Fishers and Consumers Co-operative	Laborie	455-9930	460-2504	
Nadine Estephen-George	Co-operative Officer	Department of Co-operative	2 nd Floor Financial Centre	468-5574		din-161@hotmail.com
Christopher Lamontagne	Co-operative Officer	Department of Co-operative	2 nd Floor Financial Centre	468-5574	721-6983	lamontagne@hotmail.com

Hardin Jn -Pierre	Fisheries Extension Officer	Department of Fisheries	Ministry of Agriculture, Food Production, Fisheries, Co-operative and Rural Development	454-7439	487-00	Hardin.jnpierre@govt.lc
Petronila Polius	Fisheries Extension Officer	Department of Fisheries	Ministry of Agriculture, Food Production, Fisheries, Co-operative and Rural Development	468-4143	717-0696	petronila.polius@govt.lc
Rita Harrison	Fisheries Extension Officer	Department of Fisheries	Ministry of Agriculture, Food Production, Fisheries, Co-operative and Rural Development		519-9995	rita.harrison@govt.lc

Rufus George	Fisheries Extension Officer	Department of Fisheries	Ministry of Agriculture, Food Production, Fisheries, Co-operative and Rural Development	468-4135		rufus.george@govt.lc
Thomas Nelson	Fisheries Extension Officer	Department of Fisheries	Ministry of Agriculture, Food Production, Fisheries, Co-operative and Rural Development	468-4141		thomas.nelson@govt.lc
Cheryl St.Catherine	Registrar of Co-operatives	Department of Co-operatives	2 nd Floor Financial Centre	468-5574		
Althea Jean-Caesar	Deputy Registrar of Co-operatives	Department of Co-operatives	2 nd Floor Financial Centre	468-5574	720-1852	acaesar@gosl.gov.lc
Horace D Walters	President	National Fisherfolk Organisation Castries Fishermen's Co-operative	San Souci Castries		718-6229 489-7951 720-8606	horacedwalters@gmail.com
Terrence Phillips	Senior Technical Officer	Caribbean Natural Resources Institute (CANARI)	Trinidad and Tobago			

APPENDIX 2 – Project Overview presentation




National Fisherfolk Workshop
April 2 - 3, 2014
Saint Lucia


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 (to support effective participation of fisherfolk and their organisations in governance and management of the small scale fisheries sector in the Caribbean) – 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



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
- Establishment of the group of mentors to FFOs
- Completion of National Fisherfolk Workshops in Barbados, Dominica and Jamaica



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:

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

APPENDIX 3 – Workshop Agenda

National Fisherfolk Workshop

Saint Lucia

April 2 - 3, 2014

Draft Agenda

Opening Ceremony:

- Welcome Remarks
- Remarks

Workshop Objectives

By the end of the workshop, fisherfolk will:

- identify challenges to fisherfolk in Saint Lucia playing an effective role in fisheries governance and management;
- identify priorities for strengthening fisherfolk organisations in Saint Lucia;
- identify opportunities for fisherfolk in Saint Lucia 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 Saint Lucia.

Day 1 - April 2, 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 - April 3, 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 4 – Mentoring presentation



Introduction to mentoring

Strengthening Caribbean fisherfolk to participate in governance
National Fisherfolk Workshop
 April 2 - 3, 2014
 Saint Lucia



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

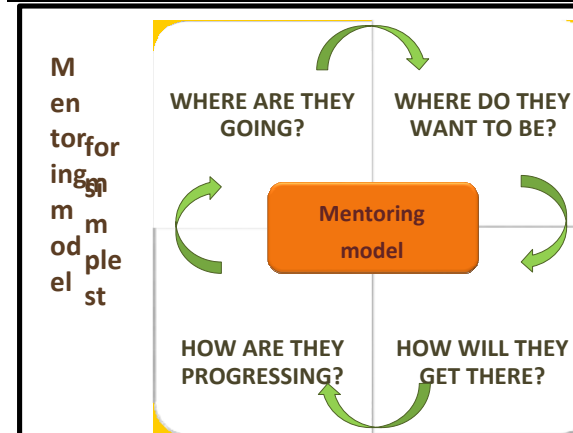


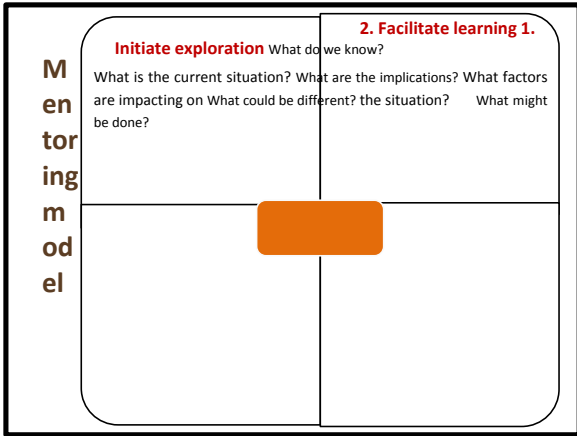
What is mentoring?

- 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 – Global and regional fisheries policy presentation



National Fisherfolk Workshop April 2 - 3, 2014 Saint Lucia

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
- 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. Last 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.

**GLOBAL ENVIRONMENT FACILITY (GEF):
COORDINATION & COLLABORATION AMONG STATES
to solve COMMON CHALLENGES**

**ECOSYSTEM APPROACH TO FISHERIES/SHARED LIVING MARINE RESOURCES
MANAGEMENT**

Strategic Action Programme for the CLME+

largest # of countries participating in any of the World's LME projects!
(25 GEF-eligible countries + >10 dependent territories)

"CLME" = 2 LMEs
Caribbean LME + North Brazil Shelf LME

approved aim: start in 2014

an agreed SAP, GEF supports a "SAP Implementation Project", including policy/legal/institutional reforms & enhancements, demonstration investments for transboundary priorities, regional institution-building - ECOSYSTEM APPROACH

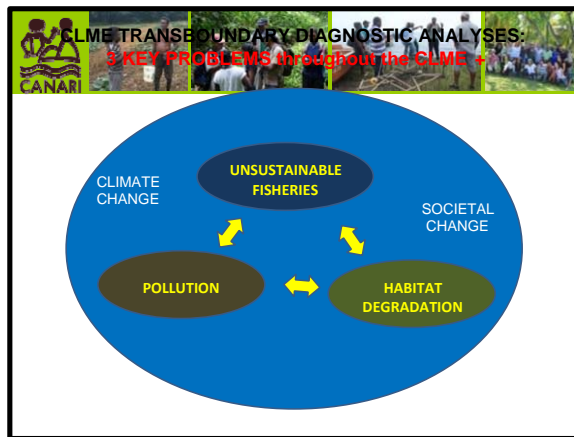
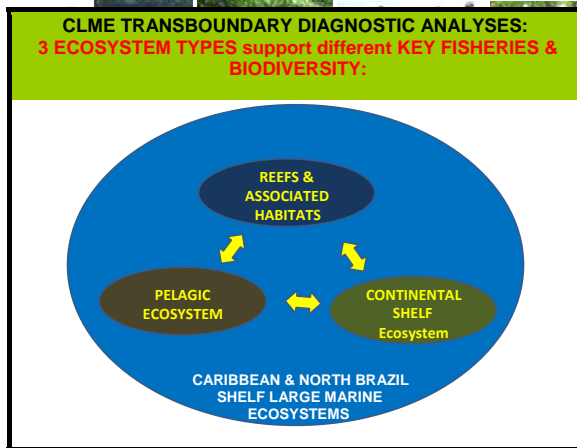
CLME SAP

F Operational Strategy For IW kinds of GEF interventions:

- Foundational Capacity Building:
 - Transboundary Diagnostic Analysis (TDA) current
 - Inter-sectoral consultation & coordination
 - Strategic Action Program (SAP) developed &
- Implementation of SAP : based on

NOW (2009-14)

2014-2019
implementation of



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 maximizes, in a sustainable manner, the provision of goods and services in support of enhanced livelihoods and human well-being

DETAILED VISION STATEMENT

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

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.



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

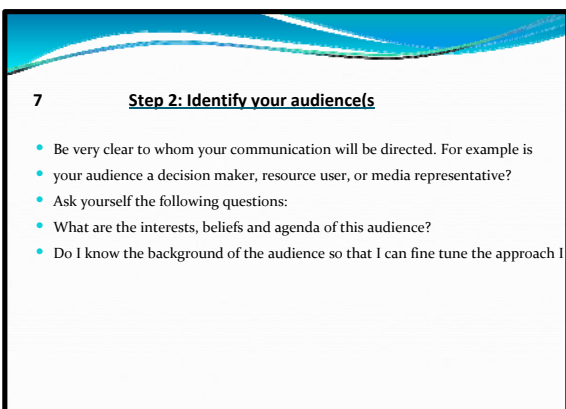
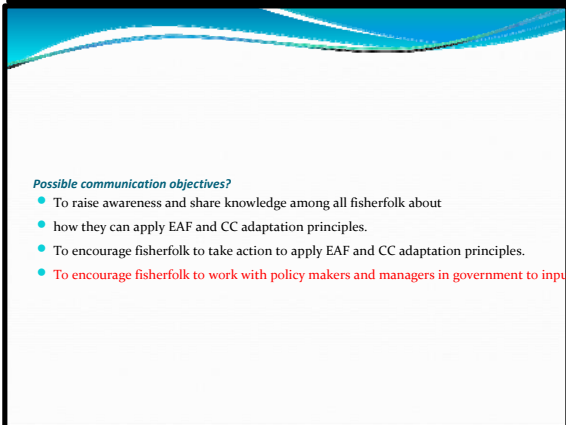
- eliminate the economic incentives derived from IUU fishing at the national, regional and global levels
- implement MCS schemes with a view to increasing the cost effectiveness of surveillance activities, such as encouraging the fishers and other stakeholders to report any suspected IUU fishing activities they observe.



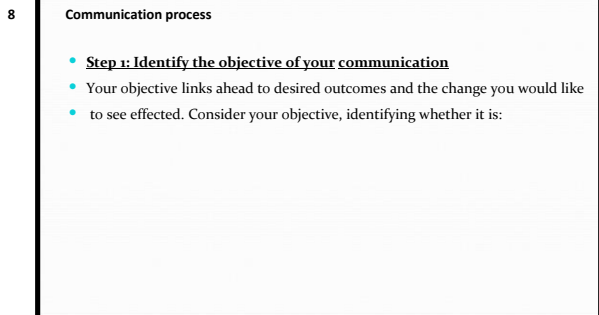
Regional food and nutrition security policy (CARICOM)

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 strategy for policy influence presentation



11/12/2014



- to raise awareness,
- to share knowledge,
- to effect a change in behaviour. Or,
- to advocate for 'action' (can further define the action)

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	Audience	Products	Delivers
1	Fisheries managers/ fisheries divisions	Policy brief, PV	Workshops, meetings, conferences, panel discussions, site visits (face to face)
2	Cooperative Division	E-mails	Internet Face to face meetings Telephone calls
3	Fisheries organisations (NFOs and PFOs)	E-mails 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. CERES, CANARI, FAO, ACP Fish II)	Newsletter 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	Inter-governmental bodies (CRFM, Ministerial Council, DES, ACS, CARICOM, WECAEC)	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 boards 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