Strengthening Caribbean Fisherfolk to Participate in Governance

FINAL NATIONAL FISHERFOLK WORKSHOP REPORT

Grenada

July 4-5, 2016

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LIST OF ACRONYMS/ABBREVIATIONS

CANARI - Caribbean Natural Resources Institute
CARICOM - Caribbean Community and Common Market
CERMES - Centre for Resource Management and Environmental Studies
CNFO - Caribbean Network of Fisherfolk Organisations
CRFM - Caribbean Regional Fisheries Mechanism
CTA - Technical Centre for Agricultural and Rural Cooperation
FFO - Fisherfolk Organisation
IM - Institutional Memory
NFO - National Fisherfolk Organisation
NFW - National Fisherfolk Workshop
TNC - The Nature Conservancy
UWI - University of the West Indies
1 INTRODUCTION

In 2013 the Caribbean Natural Resources Institute (CANARI) received a €1,032,099 grant from the European Union, EuropeAid program to implement the project Strengthening Caribbean Fisherfolk to Participate in Governance. The purpose of this project is 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. Grenada 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; and (iv) analyse capacity needs of fisherfolk to effectively participate in governance and management.

The workshop was convened at the Gouyave Fishing Complex, from July 4-5, 2016, and was organised as a collaborative effort involving the Caribbean Natural Resources Institute (CANARI), under the Strengthening Caribbean Fisherfolk to Participate in Governance project, and the Caribbean Network of Fisherfolk Organisations (CNFO), under the Eastern Caribbean Marine Managed Areas Network (ECMMAN) project.

The German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety funded Eastern Caribbean Marine Managed Areas Network (ECMMAN) project is aimed at improving the management capacity within the Organisation of Eastern Caribbean States (OECS) for existing marine managed areas (MMAs) and supporting the establishment of new MMAs. The beneficiary OECS countries are St. Kitts and Nevis, Antigua and Barbuda, Dominica, Saint Lucia, St. Vincent and the Grenadines and Grenada. This project is being implemented by The Nature Conservancy.

1.1 Objectives of the workshop

The objectives of the workshop were for fisherfolk to:

- share their experiences in policy influencing and capacity building and identify lessons learnt;
- identify policy opportunities at the national, regional and international levels to address
priority issues, including issues related to the management of MPAs in Grenada;
• review actions for the formation of an NFO and chart the way forward;
• recognize the importance of developing and maintaining institutional memory(IM); and
• Identify fishing gear used in the fisheries sector of Grenada, and examine techniques to reduce bycatch and promote sustainable harvesting.

The full agenda for the workshop is attached at Appendix 1.

1.2 Participants
The workshop brought together key stakeholders of the fisheries sector in Grenada including fishers from five fisherfolk organisations in Grenada, Petite Martinique and Carriacou, along with representatives from the Fisheries Division, Ministry of Economic Development, Trade Planning and Co-operatives and The Nature Conservancy. A total of eighteen (18) participants were in attendance over the two-day period. The complete list of participants is attached as Appendix 2.

1.3 Method
The workshop was interactive and participatory. Plenary presentations, panel discussions and small group work were some of the techniques used.

2 WORKSHOP PROCEEDINGS

2.1 Welcome remarks
The workshop began with a prayer by Mrs. Lisa Chetram, Fisheries District Officer, with responsibility for St. John’s and St. Mark’s. She also welcomed participants to the Gouyave Fisheries Complex.

Mr. Mitchell Lay, Coordinator, CNFO, welcomed participants and gave an overview of the workshop. He expressed CNFO’s pleasure at being involved in the workshop, noting that the CNFO was formed in Grenada back in 2007. He also introduced the representatives from CANARI, Ms. Melanie Andrews, Technical Officer, and TNC, Ms. Lucienne Cross, Communications Manager.

Mr. Lay noted the important role fisherfolk played in policy influencing, and highlighted that the purpose of the workshop was to build capacity in influencing decision making so as to bring about changes in policies that would contribute to the development of a sustainable and profitable industry and the improvement of the quality of lives of fisherfolk.
Following the opening remarks, participants were then given the chance to introduce themselves and their organisation. They were then given the opportunity to volunteer for the following roles: rapporteur, mood investigator and chair for the two days.

3 UPDATE ON THE STRENGTHENING CARIBBEAN FISHERFOLK TO PARTICIPATE IN GOVERNANCE PROJECT

The representative from CANARI, Ms. Melanie Andrews, gave the group a brief update (see presentation attached at Appendix 3) on the implementation of the Strengthening Caribbean Fisherfolk to Participate in Governance project. She noted the project would be coming to an end in December 2016 and highlighted some other ongoing and upcoming regional projects that are aimed at building the capacities of fisherfolk organisations. The projects presented were:

- **UNDP GEF’s Catalysing implementation of the Strategic Action Programme for the Sustainable Management of shared Living Marine Resources in the Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+)** (2015-2019)
- FAO GEF Developing Organisational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries (StewardFish) (In development)

One of the participants asked about Grenada’s involvement in the Strengthening Caribbean Fisherfolk to Participate in Governance project’s small grant facility- the Fisherfolk Strengthening Fund (FSF). Ms. Andrews informed the group that an organisation from Grenada submitted a proposal to the FSF for consideration, however, the group was not a fisherfolk organisation. Given that being a fisherfolk organisation was one of the main criteria for acceptance of proposals under the FSF, the application could not be considered.

4 UPDATE ON EASTERN CARIBBEAN MARINE MANAGED AREAS NETWORK PROJECT

The representative from TNC, Ms. Lucienne Cross, gave a project overview of the Eastern Caribbean Marine Managed Areas Network project. In her presentation she stated that the goal of the ECMMAN project is to establish a network of effective managed marine areas. She also added that the objectives are to (i) declare new and strengthen existing MMA’S; (ii) build capacity for sustainable livelihoods and ocean use; and (iii) improve decision making tools.

During her presentation, one of the participants queried the tendency to do most of the work in Grenada, and not in Carriacou and Petite Martinique. Ms. Cross agreed, but added that some work had been done on Sandy Island.
5 PURPOSE OF SHARING EXPERIENCES AND THE VALUE OF LESSONS LEARNT

Participants were given a presentation on the value of lessons learnt by the representative from CANARI. The following were pointed out during this presentation:

- A lesson learnt is useful information gained through experience that your organisation should retain for future use and which can be relevant to other organisations.

- Learning lessons are important for fisherfolk organisations to:
  - To save Time - no need to waste time reinventing the wheel - do what you know works!
  - Organisation becomes "Smarter".
  - Keeps the Organisation moving forward - avoid what doesn't work. Build on successes.
  - Saves other Resources e.g. Money.

- There are five key steps in the lesson learning process: 1. Define - Why are we trying to find out lessons learned? 2. Collect - Capture information (e.g. through meetings, forms, etc.) 3. Verify and synthesize - Is the information accurate? Are the lessons applicable to the organisation? 4. Store - How do you plan to keep the information collected (electronic database, file cabinet, online cloud)? 5. Share- Lessons are of little benefit unless they are distributed and used by people who will benefit from them.

6 FISHERFOLK SHARE THEIR EXPERIENCES IN INFLUENCING POLICY AND CAPACITY BUILDING.

In an interactive session, fisherfolk were asked to review the key issues identified at the last National Fisherfolk Workshop (NFW), and identify any challenges experienced and lessons learnt in addressing the issues.

The representative from CANARI started the session by listing the issues identified at the last NFW on sheets of paper which were categorized as Capacity Issues and Policy Issues. Participants were then asked to discuss the issues among themselves and place those that were either under capacity or policy into the following categories:

1. Issue addressed and resolved
2. Issue addressed, but not resolved
3. Work on issue in progress
4. Issue not addressed
Figure 6.1 Participants categorise and prioritise policy and capacity issues

After all the capacity and policy issues were categorised, participants prioritised the most important capacity and policy issues in the “issues addressed but not resolved” and “work on issue in progress” categories using a simple voting process.

Following the vote, the Coordinator for the CNFO, led a plenary discussion to identify the challenges and lessons learnt in addressing the issues. The responses from the session are given in Tables 6.1 and 6.2 below.

Table 6.1: Highest voted “issues addressed but not resolved” capacity and policy issues, challenges and lessons learnt

<table>
<thead>
<tr>
<th>Issue</th>
<th>Challenges</th>
<th>Lessons learnt</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inadequate communication between the Interim NFO Committee and membership [Capacity]</td>
<td>– Interim Committee has not met since formed in 2014</td>
<td>– For a committee to function effectively, a clearly defined mandate is required.</td>
</tr>
<tr>
<td></td>
<td>– Members of the committee are not available to meet</td>
<td>– Commitment is required to achieve success</td>
</tr>
<tr>
<td></td>
<td>– There is no clear mandate for the Interim NFO Committee</td>
<td>– Good leadership is key to achieving results</td>
</tr>
<tr>
<td></td>
<td>– There is inadequate commitment of funding for the work of the NFO</td>
<td></td>
</tr>
</tbody>
</table>
Committee

Improper handling of fish by fishers [Capacity]
- Training is sporadic. Not all fisherfolk organisations have access to training.
- Fishers don’t want to go the extra mile to implement good fish handling practices (attitude problem).
- Competition among fishers (to get large catches) contributing to poor fish handling.
- Illiteracy among some fishers contributing to fishers not seeking training on fish handling.
- Training methods should be audience appropriate (e.g. for people with low literacy).
- Monitor and evaluation is necessary to determine effectiveness of training.
- Collaboration among fishers, vendors and fisheries authority is necessary for training and enforcement to be successful.

Inadequate fuel rebate system [Policy]
Inadequate enforcement of import regulations [Policy]
- Inadequate representation for collective action to address issues
- Collective action can be more effective when negotiating

<table>
<thead>
<tr>
<th>Issue</th>
<th>Challenges</th>
<th>Lessons learnt</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inadequate networking among fisherfolk organisations [Capacity]</td>
<td>- No mechanism at the organisational level to facilitate communication</td>
<td>- Establishment of a suitable mechanism at the organisational level is necessary for effective communication among fisherfolk organisations</td>
</tr>
<tr>
<td>Low participation in fisherfolk cooperative activities, including meetings [Capacity]</td>
<td>- At the cooperative level fishers reluctant to participate in</td>
<td>- Evidence of benefits encourages participation.</td>
</tr>
</tbody>
</table>

Table 6.2: Highest voted “work in progress” capacity and policy issues, challenges and lessons learnt
<table>
<thead>
<tr>
<th><strong>High production costs e.g. fuel and gears [Policy]</strong></th>
<th><strong>Fishers not organised to advocate for lower production costs</strong></th>
<th><strong>Effective organisation/collective action is required to advocate for reduction in input costs.</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inadequate representation by fisherfolk [Policy]</strong></td>
<td><strong>Absence of a national fisherfolk organisation means that fishers issues are not being addressed</strong></td>
<td><strong>Collaboration among fisherfolk organisations is required for effective representation</strong></td>
</tr>
</tbody>
</table>

7  **KEY REGIONAL POLICIES AND OPPORTUNITIES FOR ADDRESSING POLICY AND CAPACITY ISSUES**

This session was co-facilitated by the Coordinator for the CNFO and the representative from CANARI. The purpose of the session was to identify and discuss policy opportunities at the national, regional and international levels to address priority issues, including issues related to the management of Marine Protected Areas (MPAs) in Grenada.

To start the session, the representative from CANARI gave an overview presentation of one regional (Caribbean Community Common Fisheries Policy) and two international (Small-scale Fisheries Guidelines, Voluntary Guidelines on the Governance of Tenure in Fisheries) policies related to fisheries (see presentation attached at Appendix 4).

She noted that it was important for fishers to be familiar with these policies as many of them spoke to the issues that were affecting fishers in Grenada. She further added, that while the international policies were voluntary guidelines, making them “soft-law”, fishers could advocate to have them included in national policies and laws which would make them legally binding at the national level. She noted that in some instances, the Food and Agriculture Organisation of the United Nations would be willing to lend support to have the policies included in national programmes.

Following the presentation, the representative from CANARI distributed copies of each of the policies and asked participants to look at the structure of the documents and the key topics addressed in each policy documents.

The Coordinator for the CNFO gave a presentation on the CNFO’s role in global small-scale fisheries decision-making processes and a brief review of the Grenada Fisheries Policy.
Framework (see presentation attached at Appendix 5). In his presentation, the Coordinator gave a brief overview of the global, regional, sub-regional and national (Grenada) fisheries decision making bodies. He noted that there were a number of policy opportunities and spaces to strengthen fishers’ participation in governance.

8 REPORT BY THE INTERIM COMMITTEE FOR THE FORMATION OF THE NATIONAL FISHERFOLK ORGANISATION

The purpose of this session was for the members of the Interim Committee for the formation of the National Fisherfolk Organisation to provide an update to the group on the efforts of the Committee to date.

During the session, the members of the Interim Committee for the formation of the National Fisherfolk Organisation participated in a panel discussion, moderated by the Coordinator for the CNFO and the representative from CANARI, on the efforts of the Committee to date. One of the members noted that since the formation of the Committee at the last NFW in 2014, the Committee had not met. It was suggested that the Committee needed to be re-energized and that a change in the membership and leadership of the Committee could help in this regard.

Figure 8.1 Vice President of the Petite Martinique Fishermen’s Cooperative, Mr. Dexter Miller, makes a point during the panel discussion on the work of the Interim Committee to form the National Fisherfolk Organisation.

Following on this suggestion, the current Committee developed a plan of action that would lead to the reconstitution of the Committee and the establishment of the National Fisherfolk Organisation. The first item on the action plan was to hold a meeting to vote on the new membership for the Committee. Given the importance of the action, the organisers for the workshop allotted time on Day 2 for the members of the various fisherfolk organisations
present at the workshop to meet and vote on the reconstitution of the Committee. Another action of the Committee was to determine sources of funding and in-kind assistance for the formation of the NFO.

**Table 8.1 Action Plan of the Interim Committee for the formation of the National Fisherfolk Organisation**

<table>
<thead>
<tr>
<th>Action</th>
<th>Person (s) responsible</th>
<th>Deadline for completing action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Convene a meeting of FFOs in Grenada to determine type of organisation to register as</td>
<td>Dexter Miller, Aldwyn Ferguson</td>
<td>July 5, 2016</td>
</tr>
<tr>
<td>Find a suitable model based on type of organisation selected to register as</td>
<td>Mitchell Lay</td>
<td>July 5, 2016</td>
</tr>
<tr>
<td>Get constitution from previous National Fisherfolk Association and share with Interim Committee</td>
<td>Aldwyn Ferguson</td>
<td>July 5, 2016</td>
</tr>
<tr>
<td>Determine steps for registering or re-activating NFA if possible</td>
<td>TBD</td>
<td>July 18, 2016</td>
</tr>
<tr>
<td>Determine sources of in-kind support and make connections e.g. the CNFO</td>
<td>Joshua Clement, Jaral McNeil, Kasha Walker</td>
<td>July 26, 2016</td>
</tr>
<tr>
<td>Determine costs associated with forming the national fisherfolk organisation (set out as a budget and include possible sources of funding)</td>
<td>Aldwyn Ferguson</td>
<td>August 2, 2016</td>
</tr>
</tbody>
</table>

The members of the reconstituted Interim Committee and a summary of actions covered during the meeting of the Committee can be found in Section 11 of this report.

**9 DEVELOPING AND MAINTAINING INSTITUTIONAL MEMORY (IM) AND ITS CONTRIBUTION TO EFFECTIVE COMMUNICATION AND TRANSPARENCY**

The purpose of this session was to assist fisherfolk organisations in recognising the importance of developing and maintaining an institutional memory (IM).

The representative from CANARI facilitated the session. She started the session by giving an overview presentation on the basic concepts of Institutional Memory (IM) and its importance to
fisherfolk organisations (see Appendix 6 for full presentation). The presentation covered the following:

- Understanding the concept of IM.
- Why IM is important
- The Knowledge Management process - more than just record keeping.
- Preserving IM.
- By - Laws and IM.

**Understanding the concept of IM**

The facilitator noted that many fisherfolk organisations understood the importance of record keeping but, Institutional Memory, which includes record keeping was a concept that was perhaps not as well understood. The facilitator asked the group to think about how the words “record” and “memory” are used in everyday exchanges and to further think about how these terms might differ from each other. The group agreed that a “record” was something that was simply written down and that “memory” was more long-term. The facilitator then gave the following dictionary definitions of each term:

- **Record:** is an account kept in writing or some other permanent form for later reference, especially officially.

- **Memory:** the power or process of remembering what has been learned.

She noted that “memory”, unlike record keeping involved a process, meaning that there were certain steps to follow, and that memory resulted in learning. She then provided the following definition of Institutional Memory: "the body of knowledge, formal as well as informal, that is essential to continuous and effective functioning of the organisation”.

**Why is IM important?**

The facilitator explained that IM was important for the following three reasons:

- **Changes** (e.g. succession planning): Changes will happen in organisations and they need to be prepared. Capture what people have learned from experience and pass it on before those people retire or resign.
- **Governance** (transparency and communication):
  - Making good decisions depends on what knowledge is available.
  - Knowledge used by decision makers must be transparent and shared.
• Learning
  – Organisation becomes "smarter".
  – Saves time because there will be no need to waste time reinventing the wheel and just need to do what you know works!
  – Saves other resources such as money.
  – Keeps the organisation moving forward by avoiding what doesn't work and building on successes.

Following the plenary presentation, participants were asked to split into three groups. Each group was given a case study (see case studies attached at Appendix 7) to review and asked to think about and answer the questions for each case study. Group one reviewed a case study on succession planning, while groups 2 and 3 reviewed case studies on governance and learning, respectively. Key points from the plenary reporting session are presented below:

  o Organisations should encourage a culture of learning
  o Organisations should not be afraid of change
  o Recording procedures, processes and policies is important for maintaining institutional knowledge
  o Keeping accurate records and sharing information is necessary to help with good decision making
  o Employees/members with a lot of experience need to share their knowledge to help the organisation to continue to grow

The knowledge management process

The facilitator explained the steps in the knowledge management process using the graphic in Figure 9.1 below. She noted that many organisations were good at capturing and storing, but the other steps, starting from sharing/providing, were usually more tenuous.
Figure 9.1 Diagram showing the key steps in the knowledge management process

Preserving IM

In order to preserve an organisation’s knowledge, the facilitator noted the following:

1. Use it or lose it – if the knowledge of an organisation is not used and shared it will be lost
2. Build an explicit strategy – organisations should have a strategy to preserve institutional memory
3. Pass it on e.g. mentoring, peer learning – mentoring, coaching and peer learning are effective ways to share knowledge/know-how that is not as easy to record in a document
4. Include it in organisational procedures and policies where possible.

By - Laws and IM

The facilitator noted that the concept of Institutional memory was also built into the by-laws of fisherfolk organisations. For example, among the methods used by fisherfolk organisations to preserve IM are minutes of meetings. Meeting minutes, if done correctly, record what was discussed and what decisions were made so that those in the future may understand the whys and wherefores of how things came to be.
10 FISHING GEARS, SUSTAINABLE HARVESTING AND BYCATCH

In this session of the workshop Mr. Mitchell Lay, Coordinator of the Caribbean Network of Fisherfolk Organisations (CNFO) presented (see presentation attached at Appendix 8) on the various techniques and fishing gears that Grenadian fishers can utilise to sustainably harvest and reduce bycatch in their fisheries. The facilitator provided a brief overview of the Grenada fisheries sector noting that there are approximately 1500 fishers with about 800 boats. In terms of fish production, he noted that fishers catch 75% large pelagic, 9% small coastal pelagic, 14% demersal from hand lines, nets and spear guns and 2% shellfish and marginal deep slope.

Techniques to reduce bycatch

The facilitator shared techniques and gear such as longline, net and trap/pot fishing, etc. that could reduce bycatch and incidental catch such as shark, mammals and turtles. These included:

*Longline fishing*

- **Circle hooks** - These "circle" hooks are much less likely to be swallowed by turtles than traditional J-shaped hooks, which cause suffocation or internal bleeding when swallowed. There is proof that circle hooks reduce bycatch of marine turtles and are more environmentally responsible gear.

- **Soak time** - minimizing or limiting the soak time can help reduce bycatch because once deployed, sets can soak anywhere from hours to days.

- **Line length** - setting deeper lines can reduce catches of turtles, sharks and marine mammals. A short line implies fewer hooks, a shorter soak time and haul time, thus reducing the overall time the gear is in the water.

- **Captain and communication** - by maintaining a constant communication among captains, this can help to make informed fishing decisions regarding the potential locations of target and non-target species.

- **Magnets for sharks** - permanent magnets are used to create an abnormally strong electrical stimulus to overwhelm the acute electro sensory system of elasmobranchs and so repel them.

*Net fishing*

- **Acoustic device**
- **Mesh size**
- **Soak times**
- **Area closures**
- **Net depth**
- **Net lengths**
**Traps/pots**

- Aperture size - wire size, mesh size, wooden slats
- Biodegradable panels
- Lines

**Ecosystem impacts and fishing gears**

The facilitator highlighted the severity of ecosystem impacts resulting from the use of selected fishing techniques. These are presented in Table 10.1 below.

**Table 10.1: Severity of ecosystem impacts of selected fishing techniques**

<table>
<thead>
<tr>
<th>Severe impacts</th>
<th>Moderate impacts</th>
<th>Minimal impacts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bottom trawls</td>
<td>Fish traps/pots</td>
<td>Dive</td>
</tr>
<tr>
<td>Dredges</td>
<td>Bottom longline</td>
<td>Hook and line</td>
</tr>
<tr>
<td>Explosives</td>
<td>Mid water nets</td>
<td>Vertical longline</td>
</tr>
<tr>
<td>Bottom gillnets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chemicals (chlorine etc.)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**11 NFO FORMATION AND THE WAY FORWARD**

The two-day workshop provided fisherfolk in Grenada with a better understanding about the national, regional and international processes for developing and implementing fisheries and related policies.

From the first NFW in 2014, fishers recognized the need to form a National Fisherfolk Organisation (NFO) to advocate for changes in the national, regional, institutional and planning arrangements that would better address their issues, and had subsequently set up an Interim Committee to do so. Based on an evaluation of the performance of the Committee at this NFW, they took a decision to re-energize and reconstitute the Committee to establish the NFO. Through a voting process representatives from the five fisherfolk organisations at the workshop re-constituted the Interim Committee, with the new members and their positions being given in...
the table below.

Table 11.1 Members of the Interim Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Organisation</th>
<th>Position on Committee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aldwyn Ferguson</td>
<td>Gouyave Fishermen Association</td>
<td>Chair</td>
</tr>
<tr>
<td>Dexter Miller</td>
<td>Petit Martinique Fishermen Cooperative</td>
<td>Deputy Chair</td>
</tr>
<tr>
<td>Paul Williams</td>
<td>St. Patrick's Fishermen's Cooperative</td>
<td>Treasurer</td>
</tr>
<tr>
<td>Luis Acosta</td>
<td>Southern Fishermen's Association</td>
<td>Assistant Treasurer</td>
</tr>
<tr>
<td>Kasha Walker</td>
<td>Petit Martinique Fishermen Cooperative</td>
<td>Secretary</td>
</tr>
<tr>
<td>Desmond Gill</td>
<td>Gouyave Fishermen Association</td>
<td>Trustee</td>
</tr>
<tr>
<td>Jaral McNeil</td>
<td>Carriacou Fisherfolk Association</td>
<td>Trustee</td>
</tr>
<tr>
<td>Joshua Clement</td>
<td>Carriacou Fisherfolk Association</td>
<td>Trustee</td>
</tr>
</tbody>
</table>

Objectives of the NFO

The two main objectives of the NFO are:

1. To ensure that fisherfolk voices can be heard collectively.
2. To negotiate and obtain concessions by collective action.

Type of NFO

After a debate among the committee, facilitators and fisherfolk, the committee decided that the NFO would be an Association.

Model for the NFO.

The committee decided that the type of model would be a non-profit organisation so it could benefit fisherfolk organisations in Grenada and, later on, move forward.
Review previous National Fisherfolk Association constitution.

During the discussion, the secretary of the committee, Ms. Kasha Walker, read out a few points from the previous National Fisherfolk Association that was registered in January 27th, 1993.

At the end of the discussion, the CNFO coordinator recommended that the committee should:

- Review the articles of association of the previously registered National Fisherfolk Association (NFA);
- Verify if the NFA is still registered; and
- Determine next steps and prepare a work plan

12 WORKSHOP EVALUATION

The workshop concluded when participants were asked to share their views on the workshop. The responses were as follows:

- "Thanks to the facilitators for the knowledge gained, the opportunity of coming together to revive the fisherfolk organisation and willingness to work with the others to make it a reality and benefit the fisherfolk"
- "Glad they are on the right path to move forward"
- "I’m pleased to see younger folks and the generation to come is taking over"
- "Very happy that the workshop was a success, and it gave an opportunity for fisherfolk to meet and move forward. Special thank you to Mr. James, Mitchell and Melanie"
- “Very happy to see all in attendance for both days of the workshop. The discussions were very healthy and came out with a lot of positivity. The workshop was very frui
National Fisherfolk Workshop

Grenada

4-5 July, 2016

Draft Agenda

This workshop will seek to coordinate the efforts of the Caribbean Network of Fisherfolk Organisations (CNFO), within two different projects [Caribbean Natural Resources Institute (CANARI) led, “Strengthening Caribbean Fisherfolk to Participate in Governance”, and The Nature Conservancy (TNC) led “Eastern Caribbean Marine Managed Areas Network”], so as to promote the development of the CNFO and its constituent members, by developing the capacity of fisherfolk in Grenada to:

1. Engage effectively in fisheries governance at national, regional and international levels
2. Support the formation of a national fisherfolk organisation
3. Develop/improve the institutional memory and communication systems of their organisations
4. Sustainably harvest target species and reduce non-target catch

By the end of the workshop, fisherfolk would have:

- shared their experiences in policy influencing and capacity building and identified lessons learnt;
- identified policy opportunities at the national, regional and international levels to address priority issues, including issues related to the management of MPAs in Grenada;
- reviewed actions for the formation of an NFO and charted the way forward
- recognised the importance of developing and maintaining institutional memory (IM)
- Identified fishing gear used in the fisheries sector of Grenada, and examined techniques to reduce bycatch and promote sustainable harvesting.

### Day 1

<table>
<thead>
<tr>
<th>Time</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:30 am</td>
<td>Welcome remarks</td>
</tr>
<tr>
<td>9:00 am</td>
<td>Welcome and introduction, workshop roles, logistics</td>
</tr>
<tr>
<td>9:20 am</td>
<td>Update on the Strengthening Caribbean Fisherfolk to Participate in Governance project</td>
</tr>
<tr>
<td>Time</td>
<td>Session</td>
</tr>
<tr>
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<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>9:35 am</td>
<td>Update on the Eastern Caribbean Marine Managed Areas Network project</td>
</tr>
<tr>
<td>9:50 am</td>
<td>Review of workshop objectives and draft agenda</td>
</tr>
<tr>
<td>10:00 am</td>
<td>Recap of key issues (policy and capacity) identified by fisherfolk at the last NFW</td>
</tr>
<tr>
<td>10:15 am</td>
<td>Purpose of sharing experiences and the value of lessons learnt</td>
</tr>
<tr>
<td>10:30 am</td>
<td>Health Break</td>
</tr>
<tr>
<td>10:45 am</td>
<td>- Actions taken by FFOs to address the key issues identified at the last NFW</td>
</tr>
<tr>
<td></td>
<td>- Challenges experienced in addressing these issues</td>
</tr>
<tr>
<td></td>
<td>- Lessons learnt</td>
</tr>
<tr>
<td>11:45 am</td>
<td>Re-prioritising issues for further action</td>
</tr>
<tr>
<td>12:00 noon</td>
<td>Lunch Break</td>
</tr>
<tr>
<td>12:30 pm</td>
<td>Session 3: Key regional policies and opportunities for addressing policy and capacity issues</td>
</tr>
<tr>
<td>1:00 pm</td>
<td>Identification of policy opportunities (regional and international):</td>
</tr>
<tr>
<td></td>
<td>- Small Scale Fisheries (SSF) Guidelines</td>
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<td></td>
<td>- Voluntary Guidelines on the Governance of Tenure in Fisheries</td>
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<tr>
<td></td>
<td>- Caribbean Community Common Fisheries (CCCF) Policy and Action Plans</td>
</tr>
<tr>
<td>2:00 pm</td>
<td>Identification of policy opportunities (national):</td>
</tr>
<tr>
<td></td>
<td>- National fisheries policies and plans</td>
</tr>
<tr>
<td>2:30 pm</td>
<td>Session 4: NFO formation and the way forward</td>
</tr>
<tr>
<td>3:00 pm</td>
<td>Report by the NFO Interim Committee</td>
</tr>
<tr>
<td>3:30 pm</td>
<td>Health Break</td>
</tr>
<tr>
<td>3:45 pm</td>
<td>Identify challenges and develop actions for the formation of an NFO</td>
</tr>
<tr>
<td>4:00 pm</td>
<td>End of Day 1</td>
</tr>
<tr>
<td>Day 2</td>
<td>Session 5: Welcome and review of Day 1</td>
</tr>
<tr>
<td>9:00 am</td>
<td>Review of Day 1</td>
</tr>
<tr>
<td>9:15 am</td>
<td>Session 6: Developing and maintaining institutional memory (IM) and its contribution to effective communication and transparency</td>
</tr>
<tr>
<td>9:15 am</td>
<td>Understanding the concept of institutional memory (IM).</td>
</tr>
<tr>
<td></td>
<td>- Difference between record keeping and institutional memory.</td>
</tr>
<tr>
<td>9:30 am</td>
<td>Why is IM important?</td>
</tr>
<tr>
<td></td>
<td>- Changes (Scenario 1)</td>
</tr>
<tr>
<td></td>
<td>- Governance - transparency and communication (Scenario 2)</td>
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<tr>
<td></td>
<td>- Learning (Scenario 3)</td>
</tr>
<tr>
<td>10:30 am</td>
<td>Health Break</td>
</tr>
<tr>
<td>10:45 am</td>
<td>The Knowledge Management process – more than just record keeping!</td>
</tr>
<tr>
<td></td>
<td>- <em>Create, capture, store, provide, use, re-evaluate, validate, modify or destroy</em></td>
</tr>
<tr>
<td>11:15 am</td>
<td>Preserving IM – maintaining records and representation in policy and decision-making</td>
</tr>
<tr>
<td>11:45 am</td>
<td>By-laws and IM</td>
</tr>
<tr>
<td>12:00 noon</td>
<td>Lunch break</td>
</tr>
<tr>
<td>1:00 pm</td>
<td>Session 7: Fishing gear, sustainable harvesting and by-catch</td>
</tr>
<tr>
<td>1:00 pm</td>
<td>Fishing gear in use in Grenada fisheries sector</td>
</tr>
<tr>
<td>1:40 pm</td>
<td>Fishing gear and ecosystem impacts</td>
</tr>
<tr>
<td>2:10 pm</td>
<td>Bycatch, ghost fishing and effect of lost, abandoned or discarded fishing gear</td>
</tr>
<tr>
<td>3:00 pm</td>
<td>Health Break</td>
</tr>
<tr>
<td>3:15 pm</td>
<td>Techniques to reduce bycatch and promote sustainable harvesting</td>
</tr>
<tr>
<td>4:00 pm</td>
<td>Recommendations on reducing bycatch, and promoting sustainable harvesting</td>
</tr>
<tr>
<td>4:30 pm</td>
<td>End of workshop</td>
</tr>
</tbody>
</table>
APPENDIX 2
National Fisherfolk Workshop, Grenada
4-5 July 2016

Participants List

<table>
<thead>
<tr>
<th>No.</th>
<th>First Name</th>
<th>Last Name</th>
<th>Organisation</th>
<th>Address in Grenada</th>
<th>Telephone Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Ashiba</td>
<td>Williams</td>
<td>Gouyave Fisherman Co-Operative</td>
<td>Gouyave St. John's</td>
<td>1 473 533 5612</td>
</tr>
<tr>
<td>2</td>
<td>Desmond</td>
<td>Gill</td>
<td>Gouyave Fisherman Co-Operative</td>
<td>Gouyave St. John's</td>
<td>1 473 420 6735</td>
</tr>
<tr>
<td>3</td>
<td>Anthony</td>
<td>Lewis</td>
<td>Gouyave Fisherman Co-Operative</td>
<td>Gouyave St. John</td>
<td>1 473 418 8324</td>
</tr>
<tr>
<td>4</td>
<td>Jaral</td>
<td>McNeil</td>
<td>Carriacou Fisherfolk Association</td>
<td>L'Esterre Carriacou</td>
<td>1 473 419 3671</td>
</tr>
<tr>
<td></td>
<td>Name</td>
<td>Surname</td>
<td>Title</td>
<td>Location</td>
<td>Phone</td>
</tr>
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</tr>
<tr>
<td>5</td>
<td>Joshua</td>
<td>Clement</td>
<td>Carriacou Fisherman Association</td>
<td>L'Esterre Carriacou</td>
<td>1 473 538 6056</td>
</tr>
<tr>
<td>6</td>
<td>Kasha</td>
<td>Walker</td>
<td>Petite Martinique Fisherman Corporation</td>
<td>Petite Martinique</td>
<td>1 473 417 4498</td>
</tr>
<tr>
<td>7</td>
<td>Dexter</td>
<td>Miller</td>
<td>Petite Martinique Fisherman Corporation</td>
<td>Petite Martinique</td>
<td>1 473 416 2873</td>
</tr>
<tr>
<td>8</td>
<td>Trinia</td>
<td>Phillip</td>
<td>-</td>
<td>Gouyave St. John's</td>
<td>1 473 538 6730</td>
</tr>
<tr>
<td>9</td>
<td>Sawandi</td>
<td>Hector</td>
<td>-</td>
<td>Concord, St. John's</td>
<td>1 473 410 9202</td>
</tr>
<tr>
<td>10</td>
<td>Luis</td>
<td>Acosta</td>
<td>Southern Fishermen's Association</td>
<td>La Mode, St. George's</td>
<td>1 473 420 0600</td>
</tr>
<tr>
<td>11</td>
<td>Joseph</td>
<td>Baptiste</td>
<td>Southern Fishermen's Association</td>
<td>Grand Mal, St. George's</td>
<td>1 473 418 2263</td>
</tr>
<tr>
<td>12</td>
<td>John</td>
<td>Jones</td>
<td>Southern Fishermen's Association</td>
<td>Grand Mal, St. George's</td>
<td>1 473 404 3321</td>
</tr>
<tr>
<td></td>
<td>Name</td>
<td>Name</td>
<td>Organization</td>
<td>Location</td>
<td>Telephone</td>
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<tr>
<td>13</td>
<td>James</td>
<td>Nicholas</td>
<td>Southern Fishermen's Association</td>
<td>Grand Mal, St. George's</td>
<td>1 473 415 4366</td>
</tr>
<tr>
<td>14</td>
<td>George</td>
<td>Alexander</td>
<td>Southern Fishermen's Association</td>
<td>Grand Mal, St. George's</td>
<td>1 4733 419 7652</td>
</tr>
<tr>
<td>15</td>
<td>Paul</td>
<td>Williams</td>
<td>St. Patrick's Fishermen Co-Op.</td>
<td>Main Street, Sauteurs, St. Patrick</td>
<td>1 473 421 0082</td>
</tr>
<tr>
<td>17</td>
<td>Lucienne</td>
<td>Cross</td>
<td>The Nature Conservancy</td>
<td>St. George's</td>
<td>1 473 435 0231</td>
</tr>
<tr>
<td>18</td>
<td>Alwyn</td>
<td>Ferguson</td>
<td>Gouyave Fishers Association</td>
<td>Gouayve St. John's</td>
<td>1 473 420 2500</td>
</tr>
<tr>
<td>19</td>
<td>Lisa</td>
<td>Chetram</td>
<td>Fisheries District Officer for St. John’s and St. Mark’s.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Strengthening Caribbean Fisherfolk to Participate in Governance project

Project Overview
National Fisherfolk Workshop
Grenada
4-5 July, 2016

Introduction

• Project targets the Caribbean Network of Fisherfolk Organisations (CNFO) and its member national fisherfolk organisations in 17 CARICOM member/associate member countries
• Enhancing 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.

Introduction cont’d

• 4 year project (January 2013 to December 2016)
• Funded by the European Union EuropeAid Programme €1,032,099
• Being implemented by 5 partners:
  – 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)

Specific objectives

i. strengthen the CNFO and its member NFOs in the CARICOM countries
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 decision-making processes in the governance of Caribbean fisheries in relation to food security.

Activities

Update the 2005 needs assessment

- Needs ✔
• 17 project countries = 17 mentors
• Meetings: project year 2 + project year 3 = 2 meetings
• Mentors supporting fisherfolk organisations

Purpose of the FF Mentors

• To provide direct support to fishers and their networks for their participation in governance.
• The establishment of the regional group of fisherfolk mentors (FF mentors) and the development of their capacities to assist fisherfolk organisations in the 17 project countries got on the way at the Regional Training of Trainers Workshop for Mentors, which was held in Saint Lucia, November 19 - 22, 2013.
First training of trainers workshop for fisherfolk mentors, Saint Lucia – November, 2013

Establish FFALG
- 3 meetings
- CNFO constitution outlined at second meeting in the Bahamas
- Final meeting: September 2016, location [SKN, Montserrat, Belize?]

FFLs + public sector (DOFs/CRFM) + CSOs (CANARI/Panos)+ Academia (CERMES) partnership

Fisherfolk Action Learning Group (FFALG)
The Caribbean FFALG was established to build a community of change agents from across the region that can lead, catalyse, facilitate and support effective participation of fisherfolk in governance and management of the small scale fisheries sector in the Caribbean.

First FFALG Workshop, Trinidad and Tobago, August, 2013

Passionate discussion!
Activities (cont’d)

Workshops

• Figure out the 8 countries needing the most support
• Hold 1 meeting in project year 2 in 8 countries
• Hold 1 meeting in project year 3 (in progress)

• Complete 3 participatory videos and other communication products
• Fishing for a Living: North Coast facilities (T&T)
• Bahamas IUU fishing video
• Communication brief: Southeast fisherfolk organisations, Haiti
• NFW interviews with FF Leaders

Fisherfolk attend high level, regional, decision-making meetings

• 2nd World Small-Scale Fisheries Conference (2WSFC): Options and Opportunities for Small-Scale Fisheries, Mexico, September 2014
• Caribbean Week of Agriculture (CWA): Transforming Agriculture through Family Farming, Suriname, October 2014

• Gulf and Caribbean Fisheries Institute (GCFI) Conference: Small islands, big issues: applying fisheries and marine science to solve problems and create opportunities, Barbados, November 2014

Fisherfolk Strengthening Fund

• Call: Sept 12 – Oct 31, 2014
• 16 proposals from 9 countries received
• 9 going ahead

Grants of €1,000 - €10,000 to strengthen fisherfolk organisations’ capacity to participate in governance

More about the FSF

• Fisherfolk Strengthening Fund was launched – September 12 to October 13. Extension to October 31 (request from SVG, hurricane Gonzalo and shut down of Anguilla).

• 16 proposals received from 9 countries (Anguilla, Belize, Grenada, Guyana, Haiti, Jamaica, Saint Lucia, Trinidad and Tobago, Turks and Caicos)
Proposal review process

Proposals were:

✓ pre-screened to ensure that they met the basic criteria of the FSF

✓ reviewed by a panel: Patrick McConney (UWI-CERMES), Mitchell Lay (CNFO), Raymon Van Anrooy (FAO), Anna Hadeed (CANARI), Terrence Phillips (CANARI)

✓ Successful proposals were given conditional approval and then taken through a participatory technical review and refinement phase where CANARI provided assistance with refining the proposals for implementation.

11 proposals received conditional approval (2 T&T proposals combined, 3 Saint Lucia proposals with similar objectives set out in 2 stand-alone proposals)

Total of 9 proposals moving forward (Anguilla, Belize, Guyana, Haiti, Jamaica, Saint Lucia, Trinidad and Tobago, Turks and Caicos): 9 Grants = € 91,105

Addressing issues related to organisational development (internal governance arrangements, leadership, succession planning, management, literacy), strategic and business planning, computerising accounting systems, advocacy and representation, awareness building regarding FFOs and the benefits of membership.

Some FSF project achievements to date

• Capacity in project development & implementation e.g. refining project proposals, developing Terms of Reference (TORs), preparing contracts, providing interim reports.

• UNAPMA (Haiti) started a literacy programme training 94 fishers

• BFF (Belize) organised and convened a one-day Advocacy and Communication workshop with its membership to develop an Advocacy and Communication Strategy and Action Plan (in draft)

• JFCU (Jamaica) organised and convened a two-day seminar with the current and aspirant Executive Board members of eleven primary fisher cooperatives in Jamaica on areas relevant to the problems of governance and leadership within the cooperatives

• UCFCS (Guyana) transformed their manual record keeping and accounting system to an electronic one and trained staff in its use

Work Plan for 2016

• Provide technical support/coaching to Grantees and monitor implementation of FSF projects (November 2015 - November 2016)

• Facilitate and report on the final national fisherfolk workshop for Grenada (June, 2016)

• Facilitate and report on a Special Meeting of the CNFO (August, 2016 – Trinidad and Tobago)

• Facilitate and report on the Final FFALG workshop (September, 2016 – Location SKN, Montserrat, Belize?)

• Keep updated and facilitate online project webpage and input into discussion forum

• Wrap-up, evaluate and report on the SCFPG project

Get more information!
http://www.canari.org/strengthening-caribbean-fisherfolk-to-participate-in-governance/

Other regional fisheries projects to note and engage
**UNDP GEF CLME+**

- Catalysing implementation of the Strategic Action Programme for the Sustainable Management of shared Living Marine Resources in the Caribbean and North Brazil Shelf Large Marine Ecosystems (CLME+) (2015-2019)

- Objective: to facilitate ecosystem-based management and the implementation of the ecosystem approach to a number of key fisheries in the CLME+.

- Civil Society Action Programme (C-SAP): directly enhance civil society to implement or support EBM/EAF in the CLME+ region

**CCAFish**


- Objective: to increase resilience and reduce vulnerability to climate change impacts in the Eastern Caribbean fisheries sector, through introduction of adaptation measures in fisheries management and capacity building of fisherfolk and aquaculturists as well as fisheries management implementation of an ecosystem approach to fisheries and mainstreaming of climate change

- Grenada is a project country

- Component 2: Building fisherfolk, aquaculturists and coastal community resilience to climate change and variability

**StewardFish**

- FAO GEF Developing Organizational Capacity for Ecosystem Stewardship and Livelihoods in Caribbean Small-Scale Fisheries (StewardFish)

- Objective: to implement the CLME+ SAP within CRFM Member States by empowering fisherfolk throughout fisheries value chains to engage in resource management, decision-making processes and sustainable livelihoods with strengthened institutional support at all levels.

- Key project components:
  - Developing organisational capacity for fisheries governance
  - Securing sustainable livelihoods for food and nutrition security

**Thank You!**
National Fisherfolk Workshop
Grenada
4– 5 July 2016

Identification of policy opportunities

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.

• Should fisherfolk be involved in decision-making processes for the management of fisheries resources? Why?
• How important is policy to the livelihoods of fisherfolk?

Policy opportunities
- Small-scale Fisheries Guidelines (SSF Guidelines)
- Caribbean Community Common Fisheries Policy (CCCFP)
- Voluntary Guidelines on the Governance of Tenure in Fisheries

Small-scale Fisheries Guidelines
(SSF Guidelines)

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

• Promote a human rights approach to development.
• Bring together social development and responsible fisheries.

SSF Guidelines

• Enhance the contribution of small-scale fisheries to global food security and nutrition
• Contribute to the equitable development of small-scale fishing communities and poverty eradication and to improve the socio-economic situation of fishers and fish workers
• Promote sustainable fisheries for people and planet
• Provide guidance for the development and implementation of ecosystem friendly and participatory policies, strategies and legal frameworks for the enhancement of responsible and sustainable small-scale fisheries
• Enhance public awareness and promote the advancement of small-scale fisheries
Caribbean Community Common Fisheries Policy (CCCPF)

- The CCCFP is a binding treaty focusing on cooperation and collaboration of Caribbean people, fishermen and their governments in conserving, managing and sustainably utilising fisheries and related ecosystems. The strong regional fisheries policy supports the welfare and well-being of all Caribbean people.

CCCPF cont’d

- Addresses the need to build capacity amongst fishers and optimise the social and economic returns from the fisheries
- Considers the rights of traditional, subsistence, artisanal, small-scale and fishers and large-scale fishing.
- Participatory approach used in policy drafting and implementation.
- Promotes more empowerment for fishers, ensuring their involvement in decision making.
- Combines the best available scientific information with fishers’ traditional knowledge.

Voluntary Guidelines on the Governance of Tenure in Fisheries

- The Guidelines serve as a reference and set out principles and internationally accepted standards for practices for the responsible governance of tenure.
- The Guidelines promote responsible governance of tenure of land, fisheries and forests, with respect to all forms of tenure: public, private, communal, indigenous, customary, and informal.

What do we mean by tenure?

- Tenure systems define and regulate how people, communities and others gain access to natural resources, whether through formal law or informal arrangements.
- The rules of tenure determine who can use which resources, for how long, and under what conditions. They may be based on written policies and laws, as well as on unwritten customs and practices.

What is it meant to achieve?

- Food security for all and support the progressive realization of the right to adequate food in the context of national food security.
- Eradication of hunger and poverty
- Sustainable livelihoods, social stability, housing security, rural development, environmental protection, and sustainable social and economic development.
Grenada National Fisherfolk Workshop
4-5 July 2016, Gouyave Fisheries

Caribbean Network of FisherFolk Organisations
• Caribbean Community (Caricom)
• Caribbean Regional Fisheries Mechanism (CRFM)
• Fisherfolk Organisations/Leaders
• 17 Member states, Anguilla, Antigua and Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, St. Kitts / Nevis, St. Lucia, St. Vincent and the Grenadines, Suriname, Trinidad and Tobago, and the Turks and Caicos Islands.
• Coordinating Unit

Caricom States

CNFO’s Mission
“To improve the quality of life for fisherfolk and develop a sustainable and profitable industry through networking, representation and capacity building”

CNFO’s Vision
“Primary, national and regional fisherfolk organisations with knowledgeable members collaborating to sustain fishing industries that are mainly owned and governed by fisherfolk who enjoy a good quality of life achieved through the ecosystem based management of fisheries resources.”

CNFO and Fisheries Governance
• Code of Conduct for Responsible Fisheries (CCRF)
• SSSF Guidelines
• Caribbean Community Common Fisheries Policy
• OECS Ocean Policy (ECROP)
• National fisheries legislation
  • Fisheries Act (Grenada 1986) and regulations
### Fisheries Governance Framework relevant to wider Caribbean Region
- COFI – United Nations Council
  - Food and Agriculture Organization of the United Nations
- WECAFC – Western Central Atlantic Fishery Commission
- CRFM – Caribbean Regional Fisheries Mechanism
- OSPESCA – Latin America fisheries body, In
- OECS Ocean Governance, Ministers of Environment
- Grenada Fisheries Division
- ICCAT – Commission for the Conservation of Atlantic Tunas

### Policy Opportunities/Spaces
- Participation of fishers in Governance
- CCRF/SSSF Guidelines
- CCCFP
- Fisheries Act
- Tenure Issues
  - Securing Tenure for access to resources
  - Conflicts and power imbalance
  - Marketing and value chain issues
  - Climate change and Disaster Risk Management

### Grenada Fisheries policy framework
- Grenada Fisheries Act (1986)
- Grenada Fisheries (Amendment) Act (1999)
- Fisheries Regulations (1987)
- Fisheries and Fisheries Products Regulations (1999)
- Fisheries (Amendment) Regulation (2001)
- Fisheries (Marine Protected Areas) Regulations (2001)

### Thank You
- Contact:
  - Cnfo_cu@yahoo.com
  - www.cirp.org.tt/cnfo
  - Facebook
  - Twitter
  - Instagram
National Fisherfolk Workshop
Grenada

4–5 July 2016

Institutional Memory

What is a record?
An account kept in writing or some other permanent form.

What is a memory?
The power or process of remembering what has been learned.

What is Institutional Memory?
“The body of knowledge, formal as well as informal, that is essential to the continuous and effective functioning of the [organisation] at all levels”

National Cooperative Highway Research Program, 2006

What is Knowledge?
• A combination not only of data and documents, but of information, expert opinion and judgment, skills, and human experience. (formal and informal)
• An asset, implying value and necessity for management attention and control.
• Has value, not for itself, but because it is used to aid decision making.
• May be captured in a document, DVD, e-mail, chart, book, content database, or similar medium.
• May be held only in the minds of people (difficult to put into words)
• May be held by a single individual or may be generally understood by many (collectively).

What is Effective Functioning?
• The body of knowledge is not preserved for its own sake, but because the organisation needs it for continuous functioning. Without the body of knowledge functions may become ineffective, broken, or disjointed.
• The body of knowledge is necessary at all levels, implying that all employees have responsibilities regarding the creation and preservation of the body of knowledge, and also can expect to be able to use it as necessary to be effective in their own work.
Think about all the ways that you as members of fisherfolk organisations (FFOs) use **data**, **documents**, **information**, **expert opinion**, **judgment**, **skills**, and **human experience** everyday to do your work. Think about how that “knowledge” helps (or can help) decision-makers in your organisation. What are some decisions your organisation makes using “knowledge”?

**Why is IM important for FFOs?**

- **Changes** (e.g. succession planning)
  - Changes
- **Governance** (transparency and communication)
  - Governance
- **Learning**

**Changes**
- Change will happen – be prepared!
- Most institutions only find out who has a particular branch of knowledge when they leave and take it with them.
- Capture what people have learned from experience and pass it on before those people retire or resign.
- It is what people know – and what they have learned from experience – that help drive organisations forward

**Governance**
- Making good decisions depends on what knowledge is available
- Decision makers also need to have skills for processing knowledge
- Knowledge used by decision makers must be transparent
- Knowledge used by decision-makers must be shared

**Learning**
- **Saves time** – no need to waste time reinventing the wheel- do what you know works!
- **Saves other resources** e.g. money
- Organisation becomes “smarter”
- **Keeps the organisation moving forward** - Avoid what doesn’t work. Build on successes.

**How do you manage knowledge?**

- **Build it**: provide opportunities for employees to learn from their peers – both within and outside of the organization. E.g. mentoring
- **Leverage it**: make sure that the organization is learning from prior experience and not re-inventing the wheel.
- **Sustain it**: retain institutional memory as employees retire or transition to other jobs-either within or outside of the organization.
The Knowledge Management process and IM

Use lessons learned to create new knowledge

- Learn
- Create
- Capture
- Use
- Share/Provide
- Store

Preserving institutional memory

- Use it or lose it!
- Build an explicit strategy
- Pass it on e.g. mentoring, peer learning
- Include it in organisational procedures and policies where possible
- From minds to paper to other minds

IM and By-laws

- Among the methods used by fisherfolk organisations to preserve IM are minutes of meetings.
- Meeting minutes record what was said and what decisions were made so that those in the future may understand the whys and wherefores of how things came to be.

What do your by-laws say about minutes?
GROUP 1 – CASE STUDY
Golden Coast Fishers Cooperative

Succession Planning

Mr. Anthony George is the manager of Golden Coast Fishers Cooperative. He has been the manager there for over 40 years and is soon approaching retirement. Mr. George is very knowledgeable about how to run a cooperative effectively, and, in spite of the many challenges faced over his 40 years, has been very successful at keeping the Golden Coast Fishers Cooperative functional and profitable. Mr. George is friendly and easy to work with and has an open-door policy. He encourages his staff to consult with him before undertaking tasks so that he can provide them with clear guidance and instructions for getting the job done right! This approach usually takes up a lot of Mr. George’s time, but he does not mind. In fact, many staff members leave the Cooperative after 3-5 years to go on to work with bigger organisations because they have learnt so much from Mr. George.

Although Mr. George has an excellent knowledge of managing cooperatives he is not into keeping records and as such does not do or encourage much recording of cooperative procedures, processes or policies. This however has not stopped Golden Coast Fishers Cooperative from being known as one of the best managed cooperatives in the island.

In your group discuss the following five (5) questions and prepare your answers to discuss in plenary:

1. In this case study, does the memory/knowledge of Golden Coast Fishers Cooperative belong to the cooperative or to Mr. George? Explain your answer.
2. What possible impacts do you think the staff turn-over every 3-5 years could have on the Golden Coast Fishers Cooperative?
3. What possible impacts could Mr. George retiring have on Golden Coast Fishers Cooperative?
4. How could the Golden Coast Fishers Cooperative benefit from knowing the challenges Mr. George has experienced?
5. How could recording procedures, processes and policies benefit Golden Coast Fishers Cooperative?
The Board of Directors of the Tiger Pond Fishers Cooperative has called an emergency meeting to discuss its finances. The Cooperative recently appointed a new manager who informed the Board that after doing a review of the organisation’s detailed financial records that the Cooperative is at risk of going into receivership. The Board is very confused by this news as the previous manager never indicated that the Cooperative was having financial problems.

The new manager is surprised to learn that the Board was unaware of this and asked if this did not come up in the financial reports received from the previous manager during Board meetings. The Board informed the Manager that reports to the Board only showed how much profits the Cooperative made on an individual monthly basis and the full reports were never shared with the Board.

In your group discuss the following five (5) questions and prepare your answers to discuss in plenary:

1. Who is responsible for making decisions on behalf of the Cooperative? The Manager or the Board of Directors?
2. Whose responsibility is it to ensure that the Board of Directors has access to the full financial reports of the Cooperative?
3. Did the previous manager do a good job at keeping detailed records? Explain your answer.
4. Did the previous manager do a good job at sharing information with the Board? Explain your answer.
5. Do you think it was important for the Board to receive the full financial report? If no, explain your answer. If yes, what kind of information should they have received?
GROUP 3 – CASE STUDY

Green Mountain Bay Fishers Cooperative

Learning

Esther is a member of the management staff of the Green Mountain Bay Fishers Cooperative. She has been with the Cooperative for almost 10 years and has a lot of experience. Over the years, Esther has discovered many efficient ways of doing key management tasks that save both time and money. Usually, this means that Esther can get almost twice as much done as her co-workers in a given week.

Esther has thought many times of sharing her efficient techniques with other staff, however, there is a culture of employee anxiety over identifying problems or criticizing the organisation. This is because, in the past, employees who criticized the organisation usually ended up losing their jobs. As a result, Esther keeps her efficient ways of doing things to herself.

In your group discuss the following three (3) questions and prepare your answers to discuss in plenary:

1. Is it Esther’s place to suggest changes to the organisation? Explain your answer.
2. Is Esther’s knowledge worth sharing with the organisation? How is it valuable?
3. How is the culture of the organisation affecting its learning and improvement?
Gear, Bycatch and Ecosystem Issues

Grenada Fisheries
• Fishers approximately 1500
• Boats approx. 800
• Fish Production
  • 75% large pelagics
  • 9% small coastal pelagics
  • 14% demersal from handlines, nets and speargun
  • 2% Shellfish
  • Marginal deep slope
• Export value US$ 38.7m, imports US$252.8m (2009 figures)

Grenada Fisheries

Longline gear and reducing bycatch and incidental catch
Sharks, mammals, turtles
Circle hooks
Soak times
Line length
Handling and release protocols
Captains and communications
Behaviour of species caught
Magnets for sharks

Nets
• Acoustic devices
• Mesh size
• Soak times
• Area closures
• Net depth
• Net lengths

Traps/Pots
• Aperture size
  • Wire size
  • Mesh size
  • Wooden slats
• Biodegradable panels
• Lines

Ecosystem Impacts and Fishing Gear

<table>
<thead>
<tr>
<th>Gear type</th>
<th>Impact</th>
<th>Min. net length</th>
<th>Min. mesh</th>
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<tbody>
<tr>
<td>Longline</td>
<td>SEVERE</td>
<td>Meters</td>
<td>Meters</td>
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<tr>
<td>Bottom trawls</td>
<td>MODERATE</td>
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<td></td>
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<tr>
<td>Fish traps/pots</td>
<td>MODERATE</td>
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<tr>
<td>Dredges</td>
<td>MODERATE</td>
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<tr>
<td>Vertical longline</td>
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<tr>
<td>Midwater nets</td>
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<tr>
<td>Hook and line</td>
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<td>Bottom gillnets</td>
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<tr>
<td>Explosives</td>
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<tr>
<td>Chemicals (Chlorine etc)</td>
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</tbody>
</table>
Thank You

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