



**PROJECT: "SUPPORT OF THE SUB REGIONAL FISHERIES COMMISSION FOR THE DEVELOPMENT OF JOINT MANAGEMENT INITIATIVES AND FOR THE INTEGRATION OF MARINE PROTECTED AREAS IN THE FISHERIES MANAGEMENT IN WEST AFRICA"**

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**DIAGNOSTIC STUDY OF FISHERIES PROFESSIONAL ORGANIZATIONS (POs)  
CAPACITIES**

**Detailed Diagnosis of Fisheries Professional Organizations  
in the SRFC countries**

**SUMMARY REPORT**

**Executing Organization: the West African Association for the  
Development of Artisanal Fisheries (WADAF)**

**March 2012**

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## Abbreviations

<b>ADEPA/ WADAF</b>	West African Association for the Development of Artisanal Fisheries
<b>AMP / MPA</b>	Marine Protected Area
<b>BANAFAA</b>	Sustainable Fisheries Project
<b>CLPN</b>	Local Committee for Fisheries from Ngaparou
<b>CONIPAS</b>	National Interprofessional Council of artisanal fisheries in Senegal
<b>CPC</b>	Committee for Fisheries in Cayar
<b>CPCO</b>	Fisheries Committee for the West Central Gulf of Guinea
<b>CNPS</b>	National Collective of Artisanal Fishermen from Senegal
<b>CSRP / SRFC</b>	Sub-Regional Fisheries Commission
<b>DCP</b>	Fish build-up System
<b>FENAGIEPECHE</b>	National Federation of fishing GIEs
<b>GAMFIDA</b>	Gambia Artisanal Fisheries Development Agency
<b>GIRMAC</b>	Integrated Management of Coastal and Marine Resources
<b>NOVIB</b>	Netherlands Organization for International Assistance (Novib), devenue Oxfam Novib
<b>NAAFO</b>	National Association of Artisanal Fisheries Operators
<b>ONG / NGO</b>	Non-Governmental Organisation
<b>OP / PO</b>	Professional Organization
<b>PTA / AWP</b>	Annual Work Plan
<b>PTF / TFP</b>	Technical and Financial Partner
<b>ROPPA-CV</b>	Network of professional organizations of artisanal fisheries - Cape Verde
<b>TAGFC</b>	The Association of The Gambia Fisheries Companies
<b>TRY</b>	TRY Oyster Women Association (TOWA)
<b>UNPAG</b>	National Union of Artisanal Fishermen from Guinea
<b>WWF/WAMER</b>	World Wildlife Funds – West Africa Marine Ecoregion (Senegal)

## *1. INTRODUCTION*

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The so called detailed diagnosis is an exercise that will allow concluding a study which underwent an initial exploratory phase involving a study of context and an inventory of professional organizations of fisheries in the seven SRFC countries. The inventory was made upon the basis of an identification sheet on a page that provides the following information:

- year of creation and legal recognition of the PO,
- legal status of the PO,
- type of organization (baseline association, baseline cooperative, umbrella PO, union, federation, network),
- scale of the PO (national, regional or local),
- fisheries involved or exactly exploited fish species,
- activity areas (capture, fish marketing, processing),
- type and number of associate members (male, female, body corporate),
- membership of an MPA,
- joint management experience (involvement or not in a consultation or specific activities in joint management of fisheries resources).

The whole information is entered into a database managed by Access which allows getting the data which can be sorted by country and by topic. About three hundred (300) professional organizations (POs) in fisheries are involved.

For detailed diagnosis, a small number of POs were selected by country: Cape Verde (4), Gambia (4), Guinea Bissau (4), Guinea (3), Mauritania (5), Senegal (5) and Sierra Leone (4). This makes a total of 29 POs. (See attached list).

After the detailed diagnosis, we will have a monograph on each of the selected POs, a summary report by country and a regional summary report. The full investigation work has been made from a guide made up of five components:

- The founding history of POs, which lively addresses the creation of the POs with a wink on the current "health" of POs, which provides an overview of the organization.
- Institutional capacities of POs, component which gives an idea of the current visibility of POs, the available resources and how these ones are used to achieve goals.
- the ability of POs to analyze and understand the environment of fishing activities ;
- communication and negotiation skills of POs.
- the proposal and adaptation abilities of the POs.

This regional summary report takes each of the items mentioned above, enclosing them in advance by the introduction and methodology, downstream through the conclusion.

## *2. METHODOLOGY OF THE DETAILED DIAGNOSIS*

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The detailed diagnosis, Stage 2 of the study on the capacities of professional organizations of the SRFC countries, was built on the results of the context analysis and inventory of POs. As in Stage 1, it started with a launch workshop of three days, from November 21 to 23, 2011.

## ***21. Preparation of the launch workshop for the detailed diagnosis***

During this preparatory phase exchanges took place between consultants on the selection criteria of POs who should be the subject of this detailed diagnosis. POs have been selected pending validation during the launch workshop. The design of detailed diagnostic tools, the development of the educational scenario and the preparation of logistics have made the other aspects of the preparatory phase.

Regarding the design of tools, as shown in the technical offer of WADAF and in accordance with the study coordinator's contract conditions, the latter introduced tools for detailed diagnosis to the national consultants who took note before coming to the workshop launch. As it happened for Stage 1, the very tools of the detailed diagnosis emerged from the workshop launch.

## ***22. Facilitation of the launch workshop***

The workshop gathered all the consultants and some officials from the SRFC who commented on both the results of Stage 1 and the selection of POs for the detailed diagnosis. Accordingly, the workshop took place in three main parts: validation of the results for Stage 1, validation of tools for the detailed diagnosis and the understanding of work instructions and canvas of the 'Country' reports.

- *Validation of Stage 1 results*

The workshop focused on the shortcomings about the reports of the first Stage and the database in progress and which was presented to participants. A working session was held with each consultant to reach an agreement on what needs to be done to finalize his report.

- *Validation of tools for the detailed diagnosis and understanding of working instructions*

Diagnostic tools have been presented, discussed and amended step by step with all participants who left the workshop with a consensual document. In addition to the tools, guidelines have been developed to define how the work should be done. This way of working enabled everyone to better understand the scope of tasks involved. Moreover, the harmonization of tools provides the conditions for a comparison of data collected.

## ***23. Detailed literature review***

The context analysis identified the experiences made at national and subregional levels. During the launch workshop, some important documents have been exchanged between the national consultants provided language barriers made it possible. The concern here was to create conditions for better use of data, with the possibility of comparing analysis of countries involved in various institutional and technical levels for communication, negotiation and proposal skills, as required by the reference terms of the study.

## ***24. Realization of the detailed diagnosis***

With completed tools and working instructions, a timetable and a reporting framework, national consultants collected and analyzed relevant data for the detailed diagnosis. According to the reference terms, the detailed diagnosis focused on the critical analysis of current and potential capacities of POs to participate efficiently in joint management of fisheries and MPAs. During this work, the national consultants met with members of POs (mainly the leaders), but also other actors, including representatives of the fishing industry, executives of fisheries administrations, fisheries projects and support organizations in fishing communities.

## **25. *Data processing and first draft of reports***

The results of various interviews and observations were used to develop a kind of monograph for each examined organization. These monographs are considered as the very first results of the detailed diagnosis. From there, national consultants compiled the results according to broad investigation fields with an eye on the reference terms for the study and the reporting scheme agreed at the launch workshop of the detailed diagnosis. This compilation helped to prepare, in countries that experienced it, national feedback workshops. These took place in all countries except Sierra Leone, for reasons of force majeure, the national consultant had been ill over a long period.

## **26. *National restitution / validation workshops of the detailed diagnosis***

Like other workshops, they saw a preparatory stage, during which, were developed and shared with national consultants, the feedback pattern and the workshop programme (see scenario national feedback / validation workshops in Appendix 3). The same actors met during the interviews were represented in the national workshops, during which the first results of the detailed diagnosis came to be introduced, often well debated, and amended, when necessary. This was special time for exchange between actors who basically didn't have many opportunities for that. Sometimes honest explanations, took place between representatives of fisheries administrations and representatives of fishing communities (men and women). Beyond the expected results, it was also a time for awareness and training in certain investigation. In some cases, such as Gambia, Senegal, Cape Verde and Guinea, concrete commitments were made to reorganize the structure of POs at the national level. We will review it later in this report.

National restitution workshops involved the participation of the consultant coordinator (Gambia, Senegal and Cape Verde) and of the Executive Secretary of WADAF (Mauritania, Guinea Bissau, Senegal and Guinea Conakry). Their participation in national feedback workshops allowed them to have an idea about situation at the national level, which led to the development of the summary report.

## **27. *Finalization and submitting of 'country' reports - diagnosis to WADAF***

The national consultants used the results of national workshops (comments and amendments) to finalize their reports before forwarding them to WADAF. Unfortunately this exercise accused a huge delay, which affected the development of the summary report.

## **28. *Drawing up the summary report***

The consultant coordinator used 'country' diagnosis -reports, before drawing up the summary report, which succinctly introduces the findings, analysis and key recommendations from the detailed diagnosis. This report will provide a basis for the regional feedback and validation workshop about the results of the detailed diagnosis.

## **29. *Regional restitution / validation Workshop and submitting of the final report***

A sub-regional restitution workshop is planned for study and validation of the entire survey, which will pave the way for the rest of the programme regarding the development and implementation of an Action Plan in order capacity building of FOs from SRFC countries, aiming their effective involvement in the development and management of fisheries and MPAs.

Past this stage, the reports of the detailed diagnosis will be finalized and definitely submitted to the SRFC.

### 3. OVERVIEW AND INSTITUTIONAL CAPACITIES

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As its name suggests, the detailed diagnosis comes after a context analysis that already gave birth to an identification sheet for each listed PO, the whole being included into a database for easy access by several criteria sort by country, type of PO, by activity, etc... In this chapter, we will quickly review the information already processed, to focus on institutional capacities.

To address the topics covered here, we explored the following areas: the founding history of related POs, different types of professions represented, the statutory functioning, and the status of services provided to members and resources.

#### 3.1. *The founding history of POs*

Briefly, we can say that in general, grouping initiatives either come from communities or from the outside. However there is no kind of process that can be described in one hundred percent internal or external, because there is no community fully confined on itself.

In most cases POs were made upon external impulses. Either during a public or private project (often NGOs), or because the fisheries administration is looking for a single interlocutor (a representation for fishermen), it has been often requested from fisheries actors to create together an organization. This applies to all levels of organization interviewed:

- from the base, in the communities where we have first level organizations,
- at the level of umbrella structures where several baseline organizations come together to provide common services: here we found the umbrella organizations at all levels of administrative structuring for countries involved (village, district, municipality, department, region), not forgetting that in the case of Cape Verde, you can have groupings by island, including the Federation of fishermen associations from Barlavento limited to São Vicente.
- at the national level where there are still federations, but also national consultation platforms (FENAGIEPECHE and CONIPAS in Senegal, GAMFIDA and NAAFO in Gambia).

In all countries, the Government played an important role in setting up most of the POs subject to the detailed diagnosis: FENAGIEPECHE, NAAFO, Federation of Fishermen from Barlavento, UNPAG, etc... It was there as a "little original sin" which would have a negative impact on the vitality of most organizations. This may sometimes explain the birth of "protesting" POs under the influence of dissatisfied members on the operating process of their original PO, leading to divisions and alternative POs. The shared vision and convergence are being questioned around objectives right from the start. The organization is then victim of conflicts of interest from one side against the other.

## Some examples of founding stories

### Guinea Conakry: UNPAG

The setting up of motorization centres with the support of the Japanese Cooperation caught the attention of fishermen. "Spokesmen" or "guarantors," had to be found since the Government could not respond to all demands. Both natural and legal persons should represent and act as guarantors for communities of Guinean fishermen.

The Minister at the time, Mr. Mamadou Boye BARRY was to be the first to ask for unions to be made to serve as spokesman for all socio-professional categories of fishermen in Guinea. In order to receive from investments that become important in the sector, local fishermen quickly grouped for easy access to funds. The government played a leading role in this process.

### Senegal: FENAGIEPECHE

It was set up in a situation experiencing difficult relations between the fisheries administration and the CNPS, which was the first national professional organization. Some CNPS leaders, serving in France had strongly criticized the Senegalese administration about its managing approach in the fisheries sector. The Government, angry against detractor fishermen's attitudes developed strategies to create a national fishing professional organization. According to reports, the administration was developing the strategy of "divide to better rule": tactics were held for a fish wholesaler to be elected President of the organization. That's how fishermen mobilized themselves against the election of the administration candidate to the head the new organization of fishermen. The vice president of CNPS was finally elected to the head the FENAGIE PECHÉ.

### Cape Verde: The Association of Fishermen from Maio

The idea of creating the fishermen's association arose in 1997, via the Delegation of the Ministry of Agriculture in order to benefit funding from the European Union. The constitution of the association not being possible, it was agreed to set up a commission of fishermen to serve as mouthpiece until 2004, when the association was officially formed. During that period fishermen worked with the project of the EU, with a funding from ESCV about 10.000.000.00 (Ten million Cape Verdean escudos). They acquired engines for boats, fishing equipment, the building of the fishermen house (which remained under the management of the town hall for many years), the building of a space for the installation of the machine ice production, the acquisition of a room for storing ice. Among others.

But also there were organizations which emerged through the determination of several community members or citizens who often refuse the status quo. This is the case of TRY in Gambia and the Committee of Fisheries in Cayar (CPC), in which some of its members have even been in prison to fight for their beliefs. This is what might be called initiatives based on personal impulses.

Looking back on the role of the Government, we can say that it appears suspicious if not ambiguous. It happens that the government acts, because the technical and financial partners (TFP) insinuate or simply require baseline actors to be consulted or even involved. All things considered, we are facing two major tendencies: a tendency to be too present alongside or in the organization created; and a tendency to appoint one's people. Such organizations can demonstrate effectiveness, but are not sustainable as it is the case almost everywhere.

Nevertheless, it should be noted that wherever POs worked well and are still doing well, it was thanks to the combination of internal and external factors. If the internal determination is not accompanied by external support well thought out and well-targeted and vice versa, the dynamism of the POs is breathless. Thus the absence of the Government would not be the best thing but rather a better presence.

When both factors are combined, POs carry out actions and see opportunities with Bright Future. Members are proud to talk about their organizations.

Some reasons to be proud noticed in the organizations we met.

### Association of Fishermen from Salamansa (Cape Verde).

The following achievements are to be proud of: i) the acquisition of a car for transporting the fish from the fishermen's village to the market in the city of Mindelo, and ice from the city to the village for the community, ii) the acquisition of navigation equipment, insulated boxes, iii) the construction of the mechanical repair workshop for outboard motors. These projects have been realized through the direct intervention of INDP, the NGO Workshop Mar and the Regional Commission of Partners from São Vicente.

### The Fisheries Committee of Cayar (Senegal)

CPC is proud i) to be a pioneer association in terms of community management of fisheries resources in Senegal, which made the reputation of Cayar; people from other communities, other projects and programs (Government and NGO) come to learn from the model of community management of fisheries resources; ii) the prohibition of gillnets on the coast of Cayar, decided upon prefectural decree and iii) the regulation of coastal longlines.

### TRY / Women Oysters' harvesters (Gambia)

Before creation of TRY, oyster pickers were indigent women on the roadside struggling to make ends meet. Through the planning process of co-management, the power of the TRY members was reinforced to the point that they became able to explain to the Gambian government officials, the biological importance of oysters and to ensure their own future instead of watching others control their livelihoods. This model that grants legally exclusive rights to a community of women so deprived, granting them a concession to manage in creating such rights, is truly evolutionary and revolutionary.



Successes as well as difficulties are domains to learn about the dynamism of a group or a community. The organizations interviewed were visibly happy to share what they were proud of. Most part of the time, successes affect the improvement of the conditions in which they operate or the recognition of groups by other actors.

Some difficulties also helped to strengthen the determination of POs, as in the case of the Committee of Fisheries in Cayar (CPC - Senegal), including many of its members who have been through enormous sacrifices (one death was reported during events of June 2005), in order to perfectly ensure the preservation of the resource, which is about the common interest today. Joint management comes as a response to questions already raised at that time.

The founding history of POs confirms that within the PO, it does exist dynamics on which can be built a better future. This is evident through what is happening today in some organizations as TRY (GAMBIA), the Local Committee of Fisheries from Ngaparou (Senegal), the Fishermen's Association from Salamansa (Cape Verde), but also through what happened over time, as in CNPS (Senegal), UNPAG (Guinea Conakry), GAMFIDA (Gambia).

### **32. *Institutional capacities***

This chapter was an opportunity to address this issue by examining available resources or that should have been available within the POs starting with human resources. The most represented businesses in organizations are really about fisheries, fish trading and fish processing products. Human resources, finance and material resources, legal status and functioning of POs have been examined.

#### **321. *Human resources***

No organization can provide the services expected from it without qualified people both at the political or orientation level and executive level. In the detailed diagnosis, we tried to look at the literacy level of PO members. Without being a determinant factor, the ability to read and write increases the autonomy of members who can learn independently and provide written views shared with more confidence and security. When it's written, the opinion is less subject to ups and downs. Unfortunately the level of literacy is generally low among the partners, this means at the level of the General Assembly which has to deal with directions to give to the association. But a lot of information from which we must analyze the situation (measures of fisheries management, fisheries agreements, the national budget, etc...) are generally diffused in written. In Senegal, we are advocating for them to be translated in a national language provided people are educated in that language. The low literacy rate among members of the POs makes all members depending on the literate minority who has access to first hand information. This means that good governance also depends largely on how the minority acts as a transmission belt. By increasing the rate of literacy among POs, it increases the ability of members to get informed and to make their own opinion, what can raise the level and quality of exchanges and thus improve governance within organizations.

Managing the life of organizations in turn depends on the capacity for members to govern leading bodies of POs at both political and executive level. At these levels, the rate of literacy and education increases significantly (ability to read and to prepare working papers, use of IT tools, etc...). But there is a high risk of concentration of the power in the hands of those who handle these tools.

At the executive level, there is a delicate link between the quality of human resources and financial capacities of organizations. There is no organization that combines these two things without a foreign support. All organizations that work quite well or very well today as TRY and NAAFO (Gambia), FENAGIEPECHE (Senegal) and CLP from Ngaparou, the Fishermen's Association from Salamansa and Maio (Cape Verde) are granted a substantial foreign support. What makes the situation be critical when aid stops is that POs are mostly, euphoric at the beginning and establish a management structure and a staff completely beyond their financial capacities. However what was to be done was a long-term strategy, which favors a flexible structure and a staff in order to keep critical functions in the organization when assistance comes to an end. We have seen how FENAGIEPECHE went through a difficult period when the funding that enabled them to hire 17 people with a good level stopped.

### **322. *Financial resources***

Few organizations have a budget in due form, managed by the rule book. In this respect, those who are in a good situation today, received financial and technical support, like TRY and NAAFO (Gambia), the CLP of Ngaparou and FENAGIEPECHE (Senegal). It is planned statutorily that members of those organizations pay subscriptions as their contributions from the running means of their organizations. But these contributions are not well collected or not at all. It was found in Guinea Bissau that, out of the following problems (seizure of canoe, accident at sea) when they turn to their POs, fishermen do not seem to perceive the value of having an organization. Among the organizations we met, only the CLP of Ngaparou (Senegal) are anxious to build up equity capital, by mobilizing not only contributions but also funds from the sale of membership cards, taxes on fishing trips, products from community penalties, partial repayments of per diem and accommodations fees by members coming back from training sessions, workshops and various seminars, recovery from government department in charge of public finance, donations and grants. The limited ability to raise financial resources is like a millstone dragged around by the vast majority of POs. Curiously enough, in almost all countries of the SRFC, there are public funds made available to artisanal fisheries POs for their institutional strengthening. But they are not informed or when they know, they take no action to benefit from those funds, awaiting the supervision authority to contact them. To be able to raise funds in sustainable conditions, POs should learn to develop action plans / annual work plans or projects with budget provision, which are, as we shall see later, negotiation instruments with technical and financial partners.

### **323. *Infrastructure and other material resources***

To the exception of Cape Verde, where all associations encountered have headquarters which often include offices and a meeting room, everywhere else the majority of POs does not have headquarters, which somehow reduces their visibility. Therefore, only few POs have office equipment at the point of having a permanent Internet access. In Senegal, the concept of the fishermen house has been developed, for example through the project GIRMAC. Through this, the fishing communities of a locality, district or other, may have access to a common space where can be set up equipped offices, meeting rooms, a telephone and internet access, mailboxes etc...

### 324. *Legal status and functioning of Pos*

Almost all organizations have a legal status. It is actually easy to register according to the chosen status: association, cooperative (especially in Guinea Conakry), Economic Interest Group (EIG) and sometimes a special status of NGO is granted.

Once you are registered, the most difficult part is to operate under the legal texts often hastily adopted. At the time of creating the organization, enough time have not been taken to agree on the objectives pursued, the principles and values advocated. As stated above, POs were often set up from external instigation. So the standard texts were adopted, to quickly respond to criteria that allow the access to aid. This is why, everywhere, the functioning of POs encounters many difficulties: in most cases, there is no longer a GA, the board or BD meet from time to time and commissions, when they exist, even do not know why they were created. Leaders become permanent fixtures. There were even cases where some PO leaders considered themselves elected for life. Elsewhere, others answered: why changing if there is no problem. Change is not considered as an element of good governance. Then we understand the obstacles that paralyze Pos like CONIPAS (Senegal) and UNPAG (Guinea), which are currently experiencing a schism, most elected people being on duty since 18 to 20 years. The Fisheries Committee of Cayar (Senegal) organized two ordinary GA in 18 years, the last one occurred in 2011. In Gambia, GAMFIDA have not organized any GA since 2004, and TAGFC NAAFO since 2009.

If organizations do no longer organize statutory meetings, how are leaders accounting for their management? How can organizations deliver the services expected from them? And yet, all have included in their statutes aims and objectives which are similar:

- defend the interests of their members and represent them before the third parties (Ministries and decentralized services, support institutions, projects, etc...),
- ensure the joint management of fisheries resources,
- improve working conditions in the different categories of professions exercised by the fisheries professionals,
- provide information to members and build their capacities,
- conduct solidarity actions, when members are in need, etc..

As regards the improvement of working conditions, concrete services are expected from POs, for instance ensuring:

- transport of products from landing sites to markets,
- ice production and preservation of products,
- access to financing of fishing gear and processing of halieutic products,
- Safety at sea.

When it comes to MPAs or specific areas of joint management, the objectives are quite specific. This mainly includes full participation in:

- the development and approval of the MPA zone ;
- the definition and regulation of fishing gear to be used in the MPA ;
- approval and monitoring of management agreements between stakeholders and preservation services;
- management of conflicts existing between different professional groups represented in the committee;
- definition of technical and touristic management priorities of MPAs;
- definition and adoption of consensual rules of procedures for MPAs;

- definition and approval of the communication and sensitization plan for the MPA;
- the policy committee;
- the formulation of the Annual Work Plan (AWP)..

### **33. *Conclusions and recommendations on institutional aspects***

At the organizational level, some dynamics are in place (TRY, CLPN, FENAGIEPECHE, Salamansa and Maio fishermen Association, ANAPA in Guinea Bissau, etc...) or have existed in time. Today know that to build sustainably on these dynamics, two factors are essential: the determination and commitment of members of organizations on the one hand, and well-designed and well targeted support that do not destroy the internal dynamics on the other hand. It is true that in supporting organizations, public services have not always played the expected role. But we cannot say that there is no desire to go in the right direction. There is especially the fact that now, all fisheries administrations acknowledge that they can no longer manage fisheries with a baton of command, ignoring the real expertise that exists among POs.

In view of this, we must consolidate the internal dynamics of POs, first by using the strengths they have. We should therefore organize at national and sub-regional levels exchange of experiences between fisheries professional organizations, for the "success stories" like the one of CLP Ngaparou to circulate throughout the country and the sub-region. In this way, the fisheries actors at baseline level can train each other. Such exchanges must be active and not in meeting rooms, providing opportunities, for example, to fishermen from one region to live three to five days next to others from another region, in the spirit of programmes known as "peasants train peasants." Experience has already shown that between three to five days of such an exchange, you can learn the equivalent of what we learn in six months or a year of classical training. It could also create healthy competition among organizations. Such programmes require a support upstream and downstream of exchanges.

Often, when there is will in public fisheries administrations, the required expertise is not available to provide quality support for the organizational dynamics of fisheries. A training schedule should be developed for officials in charge of the POs coaching, a training plan which gets them to adapt to the new situation of their work. As mentioned above, the socio-political environment has changed. The context of democracy in countries gives rise to new attitudes to consider, younger actors arrive in the fisheries trades, who no longer behave like their parents, and technical and financial partners are more demanding with regard to the governance in the management of fisheries.

In many cases (Gambia, Cape Verde, Senegal, Guinea Bissau), there are, in the ministry or in the fisheries directions, support funds that could participate in the institutional strengthening of POs, but these are often not informed and when they are informed, mostly, they do not know how to have access to them and do not even ask how to make it. The relevant government departments do not either do all the necessary to ensure that such funds are used for their goals. We must strengthen the existing support funds and / or create new ones for POs, and improve the transparency of their management, for example by establishing participatory mechanisms for the management of these funds, with the actual involvement of POs.

As we said above, the low rate of literacy among the POs members is a handicap in the good governance, because it reduces their independent access to information and therefore their ability to criticize in an autonomous way. We should institute the practice consisting in introducing systematically a literacy constituent in the projects sent to the fisheries communities. Such a constituent would be more suited to the working conditions of fisheries actors at the baseline level, unlike the national literacy programmes which have had uncertain fortunes.

#### ***4. ABILITY TO ANALYZE AND UNDERSTAND THE ENVIRONMENT OF FISHERIES ACTIVITIES***

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This is Part 3 of the interview guide (see Appendix) which was used to collect information used to deal with this aspect of the detailed diagnosis. The issue raised was actually the following: Do POs have the ability to analyze and understand the environment of their activities? This environment is defined as local, national and international. The question has been answered from:

- The knowledge that members of POs (especially leaders) have on the context of their activities,
- the view they have on fisheries sector and its issues
- their knowledge of fisheries policies,
- their appreciation of the management system of halieutic resources,
- constraints and limitations that hinder their ability to analyze and understand the environment of fisheries

##### ***4.1. What POs know today about the environment of their activities***

In general, the PO leaders we met had a good idea of their respective fishing areas and know those who come from elsewhere to fish in those areas: we know for example that the Senegalese go fishing in The Gambian waters and the opposite is possible; Senegalese and Gambians go to Guinea Bissau. They also have an idea about the number of boats that go fishing every day. They experience the registration process of canoes which are at various stages according to countries and sometimes depending on fishing areas and communities within the same country. It should be noted that it is in Senegal that data collected from PO leaders are closest to official statistics. FENAGIEPECHE had even anticipated the government for the computer registration of canoes, which is hardly succeeding.

Regarding fishing licences, the situation is rather unsatisfactory. The fishermen themselves notice that registration which is not accompanied by strict management of fishing licences which should include the quota or the planned limitation for an access to the resource will remain ineffective.

Everywhere, everybody laments over the state of the resource which is continuously decreasing. The reasons cited to explain the continual decline of the resource, are many and varied:

- the lack of monitoring of the fishing effort: access to the resource is not monitored, everyone goes fishing as he wants and as much as he can;
- the regulations on fishing gear is not applied: the bottom-set gill nets prohibited and monofilaments are still in use as well as beach seines ;
- the biological recovery period is short or even not applied;
- the incursion of industrial fishing boats in the areas of artisanal fisheries, which destroys the resource within in that perimeter.

And yet, some contradictory and very disturbing information are circulating about artisanal fisheries. For instance we noticed today in Senegal that the margin between industrial and artisanal fisheries is being reduced in favour of the latter. The size of canoes and nets have clearly increased in such a way that today, artisanal fishermen go to sea with boats of 22 metres which take on board 65 fishermen and unload 600 boxes of 50 kg of fish each), more efficient gear and less and less selective (rotating seines of 800 meters with a dive to 40 meters), nylon nets, which are becoming widespread whereas they are prohibited. Such canoes can unload in one go 30,000 t of fish. In Joal, Senegal artisanal fishermen unload each year between 150,000 t and 180,000 t of fish, mainly sardines (60% to 70%). Thus, it becomes extremely important to manage fisheries licences in order to control the pressure on the resource or fishing effort. It is not to break the dynamics of artisanal fisheries, but to invent a management / joint management system to make the activity sustainable for the benefit of everyone.

Young fishermen are not trained and do not have working conditions that allow them to deal with the activity in safe conditions. In Cayar, young people had to organize themselves separately to attempt to carve out a place near the CPC elders.

With regard to fisheries policies, there are still many efforts to make for POs to be informed about fisheries agreements. In Guinea Conakry, UNPAG was involved in the negotiations of the fisheries agreement between Guinea and China, while in Senegal, there is like a decline, as regards the involvement of fishermen representatives in the fisheries agreements negotiations, since the CNPS used to be part of the authorities negotiating fisheries agreements.

The national and sub-regional fisheries policies are unknown to fishermen. For example in Senegal, fishermen are not aware of the contents about the letter on the fisheries and aquaculture sectoral policy, which is supposed to direct any intervention in this sector. We also note that the Senegalese government has not well communicated on the subject.

POs are not satisfied with the way public authorities collect and process information about fisheries. They are often invited to answer questions, but in return they do not know what happened to the information collected. Unfortunately the collection and processing of statistical or qualitative information do not benefit enough from the knowledge and potential many POs have.

#### ***42. Conclusion and recommendation on PO abilities to analyze and understand the environment of their activities***

If the actors from the base have shown a generally satisfactory level of knowledge of their environment, except for the control of fisheries policy, it became clear that the potential that Pos have on the issue are not enough used by government authorities. But when the baseline actors are involved in collecting and processing data on their own activities, for sure it reduces at least 50% the way to solve the problems in the sector. Indeed, if this is done properly, it can become a source of motivation for organizations, because problems to be solved will better appear. When, for example, women oyster farmers in The Gambia (TRY) understood the role of mangroves for the development and production of oysters, they were more motivated to engage together in restocking the mangrove swamps. They have planted 40,000 mangrove swamps. In Joal, when the fishermen understood the reality, they voluntarily joined the programme of mangrove restoration and its surface area increased from 402 ha to 686 ha. Still in Joal when the number of fish species identified before the MPA increased from 59 to 79, it was a source of pride for people responsible for the MPA and a confirmation of management measures in force.

It is therefore important to develop new systems for collecting and processing information in which POs should not only play the role of information provider. This means that we should give-up extractive methods and adopt the ones that include POs in all the stages of collection and processing of fisheries data. For instance, develop a programme to educate POs on the role of collecting and

processing data in fisheries management, and establish a mechanism for collecting and processing data that leads to a regional database, with the possibility of comparing data from one country to another and in the sub region of the SRFC. After each period of collection and processing fisheries data, organize feedback workshops region by region in the same country and within the SRFC sub-region. Experience has shown that these are good opportunities for reflection and training, as it was the case during the national feedback workshops during this study.

The recommendation is based on the principle that the collection and processing of fisheries data must be the opportunity to train fisheries actors, POs in particular. When the various actors within POs are involved in the data collection and processing, they begin to open their eyes wide on their own realities and that is where change begins (new behaviours and attitudes) and the search for solutions.

For a better monitoring of the fishing effort, establish standards for the manufacturing of canoes and nets, along with the establishment of a fishing license system that combines the control, promotion and sustainability of the activity. It is important to note that if on these issues, the measures are not taken at once in the 7 countries of the SRFC, there will be little efficiency.

Develop a training programme that is primarily aiming youths, to support the dynamics of the sector. This means that the services in charge of artisanal fisheries in the sub region should anticipate the problems.

Beyond these measures to monitor the fishing effort, there is a need for a bolder regional policy on fisheries. When fishermen think of the development of artisanal fisheries, they first think of the international market and not the sub-region or the continent, because fisheries policies on all these levels do not favour the two last markets. It is essential to review things by giving more importance to the region and the continent than to the international market. The various policies of the sub-region (SRFC, WAEMU, ECOWAS), should be carefully studied to introduce greater consistency.

To establish biological recovery in the exploitation of resources in the sub-region: it is not to mean closing the whole fisheries but to organize it by area, from time to time, to allow resources to regenerate. Admittedly, this spatiotemporal provision of protection will not only solve the problem of resource depletion, which is increasingly being felt but it can weaken it if applied rigorously and systematically in all countries. This is not the case at the moment. It must be combined with other regulation mechanisms for access to fisheries.

Joint management is possible only if it addresses the 'fisheries' business to include the upstream and the downstream. An important element in the downstream is the market. As already mentioned, all fishermen would like to export all their products on the European, Asian and American market for the profitability of their activities. Thus, all the so-called noble products are reserved for that market. National, sub-regional and African markets are only supplied with products of lesser value and waste. Fisheries policy should also be concerned about the market. In addition, there is little or no added value given to fisheries products.

Another important recommendation was to avoid the risk of politicizing POs.

The assessment of the resource that involve very substantial resources needs more attention and should be organized in a more harmonized way in the sub-region for the data to be consistent and remain in comparable periods. In this sense it would be more relevant to entrust SRFC with the technical management.

## 5. COMMUNICATION AND NEGOTIATION ABILITIES

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Putting together the two words communication and negotiation reinforces the meaning of both as instruments of dialogue. However, for communication and negotiation to exist, we need information to circulate. We will see how the POs organize the circulation of information within their own organizations and externally, before exploring their ability to communicate and negotiate, by questioning about their experience of participating in consultations in the field of their activities.

### 51. *The circulation of information within POs*

We found at the institutional level, that the functioning of POs is at a low level: statutory meetings are not organized or only rarely, except for some organizations that are currently performing well (TRY and NAAFO in Gambia, the CLP in Ngaparou and FENAGIEPECHE in Senegal, the fishermen Associations of Samamansa and Maio). And yet those statutory meetings are the first tools of information for members, places where all those who hold a key position in the organizations should account for it and request the views of those on who they depend. As the meetings are not held regularly, minutes and reports are nonexistent.

All POs encountered droned out the communication tools they use in terms of telephone, internet and also the traditional means like word of mouth. But we wonder what is all that for if POs are not working well.

In any case, we noticed that there wasn't any organization which has a communication plan. If for baseline POs this is not essential, the top POs and national organizations should think of having one because they have a high level of representation, where communication is important for the group cohesion. For a dynamic life together the information circulation can be viewed as that of blood in the body of human beings receiving it.

In addition to the communication plan, we should also note the role of action plans and annual work plans and project documents for communication, even within organizations. To feel part of an organization, members must share common visions, which are expressed through the various documents cited, excellent communication tools. It is from these same documents that leaders should show how they are implementing the direction provided by the General Assembly, the highest body of the organization, and require its approval, discharge and if need be, reorientation to continue managing the organization.

### 52. *Circulating information to partners*

The unrest at this level is the direct consequent of what has been stated above. What legitimacy would have a communication to the outside if its leaders are no longer communicating with their base? The picture is clear. Organizations that work well have also things to share and ways to communicate: various minutes, reports, annual action or working plans, etc.

To have the support of a partner or to initiate a successful collaboration process with him, it is important to first introduce oneself, hence the need to clearly answer the following questions: Who are you? What is your vision? Your missions? Your goals and intervention strategies, etc... Most of the organizations we met could not easily respond to the questions. If their leaders can possibly answer them orally, they have no written evidence to back up their answers. In other words the situation of organizations we met is a least precarious in terms of communication.



### **53. *Negotiation skills of POs***

Generally POs are in most cases present in consultation bodies whether consisting of civil society organizations or decision makers at the highest level, like national fisheries councils. The real problem is their ability to effectively use these bodies to achieve political influence where it is needed, so that decisions taken in those bodies take into account their views. Some representatives of POs sit sometimes in these bodies without specific goals or strategy, because their relationship with their rank and file members is so lax that indeed they no longer represent the views of those members, they do not consult before going to such meetings and to whom they even do not give any account. This has been noted at least in Gambia, Senegal and Cape Verde. In Guinea Conakry, UNPAG is in crisis, which does not favour its current capacity of representation.

What is worse is that most of the time, national or top organizations that could carry the voice of the fisheries communities are often duplicated and we do not know where the good representation is. For example, in Gambia NAAFO and GAMFIDA are organizations which are at the same level and share similar objectives and which claim to represent the same categories of actors. We know how FENAGIEPECHE was born in Senegal, in competition with the CNPS. We wonder now which is the best forum for dialogue between fisheries POs in Senegal: CONIPAS, FENAGIEPECHE, CLPA are fairly common in the fisheries areas, but apparently without a national top PO. In Cape Verde, there is not any national organization, because of insularity, with the exception of the network of POs and NGOs for Fisheries and Environment (ROPPA-CV), which gives the impression of being a catchall and cannot therefore claim to defend the interests of fisheries as such. All these cases had been discussed during national feedback workshops. Satisfactorily, there was everywhere a consciousness that has led to concrete commitments to launch in each of these countries a more consensual process of consolidation, in order to do the groundwork for a more credible forum for dialogue in the countries involved. As already said, the national feedback workshops were at the same time an opportunity for training and evaluation, so that commitments have already been taken to initiate processes that will lead to:

- a national network of CLPA and AMP in Senegal,
- a national federation of fisheries POs in Cape Verde,
- a restructuring of UNPAG in Guinea,
- the creation of a national platform for consultation among fisheries actors in Gambia.

### **54. *Conclusions and recommendations on POs communication and negotiation skills***

For POs to arrive at all levels to negotiate and influence policies decisions that affect their field of activities and thus the living conditions of fisheries communities, there must exist within themselves, among themselves and between them and their partners, communication channels moving freely. POs cannot influence anything outside if it does not exist within their entity and between their members shared views or visions.

It is then necessary for their leaders to be experienced in approaches and methods of advocacy and lobbying. Advocacy and lobbying presupposes first that we know what we are talking about. You can influence neither a policy nor a decision if you do not know what it is. Not only should you know what it is about, but what is at stake in relation to your sector and in what direction the policy or decision in question impact your sector and if it is in your interest or not. It is only then, that you will understand what needs to change. Then, you have to determine how it can change and who has the power to change it. Only then, it will be possible for you to devise a strategy for change. This requires expertise because it is not enough to make noise in the streets for things to change.

To give this example the experience of TRY in Gambia confirms the analysis made above: The PO is currently operating well. Statutory meetings are held regularly; members are consulted and informed about projects and ongoing negotiations. It has an action plan. The different decision-

making bodies within the organization are informed about the plan and projects and can support them. Well established at the base, TRY can better negotiate partners' support for the organization, so that today it has a budget of 521 000 Dalasi.

Communication and negotiation skills are essential for both the internal and external relations, that is to say the partnership. As we have seen, to better communicate with the external world, we must first know how to do it internally. For the following recommendations to bear fruits, it is necessary that the institutional capacities exist. This is why we must :

- follow up the ongoing process in the Gambia, Cape Verde, Guinea Bissau (through ANAPA), Guinea and Senegal, for the establishment of a space or a platform for dialogue between POs, preferably at the national level, so that on important topics such as definitions of national fisheries policies, the management of resource access (regulation at the national level, international fisheries agreements), financing of fisheries, etc., the fisheries actors can speak with one voice
- assist large-scale umbrella organizations and national level organization in getting the following strategic documents: communication plan, action plan, annual work plan;
- train PO leaders in project development and negotiation techniques;
- develop a training and support programme for POs in advocacy and lobbying.

## **6. PROPOSAL AND ADAPTATION SKILLS**

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### **6.1. How do POs adapt and become proposal strength**

To address the issue raised here, we started from the assumption that by analyzing a few cases of involvement in the management of fisheries activities and MPAs, we will see how POs will manage to make or not to make proposals for solutions to get things improved. In addition, to participate today in the management of fisheries activities and MPA is already a sign of adaptability to new situations; joint management being itself a new challenge for everyone.

Throughout the sub region, everyone recognizes that fisheries is experiencing a clear change because of developments noted in the resource. The concept of sustainable fisheries emerged as a result of the realization that fisheries resources were not inexhaustible. Government and all other stakeholders must all adapt to rethink the fisheries jobs, so that they remain a means of sustainable contribution to food sovereignty.

There is no MPA in Guinea Conakry, but fishermen say this would be initiated. In Sierra Leone as in Cape Verde, provisions are made for the creation and management of MPAs. However Cape Verde is experimenting Fish Concentration device projects (FCD).

The clearest examples of initiatives taken or proposed that we selected are from the Gambia, Senegal and Cape Verde.

## **The case of Gambia**

### **Microfinance Program**

We are very proud of our successful microfinance programme. Involving approximately 250 women, the program began with a workshop on small business and money management, by which the women learned how to start and run small businesses, and how to use a micro finance programme not only for a loan but as a way to save money from their small business. Since many of these women have never saved money, and in fact have never been in a position to be holding money that belongs to them really, it was amazing to see these women for the first time, saving money for themselves and their families. Most women have no safe place to keep money. They were therefore more than happy to be introduced into a process of bank savings. Although women were given closed boxes to put their money, to bring them once a month at our center, many women encountered difficulties: struggle with their husbands, thieves trying to break boxes, etc... But our members have remained confident and the repayment rate was 100%. The concept of saving is difficult to teach and we continue to invest time to teach them to save. Lots of women saved over one thousand Dalasi and one of them saved 14,000, a big success.

## **The case of Senegal**

### **The Management Committee of the Joal MPA**

It capitalizes on significant initiatives, including: the repopulation of the mangrove, turtle tracking (June, August, September), monitoring of turtle nesting, the establishment of a total exclusion zone for the protection of marine seagrass, responsible fisheries in an area, the introduction of measures to manage the oyster and ark, and of regular missions.

### **La FENAGIEPECHE**

It is distinguished by its significant interventions in the promotion of sustainable fisheries (establishment of committees of management of fisheries resources, aquaculture initiatives, computer registration of canoes (test stage), activities of capacity building (training , sensitization) in various areas including matters relating to fisheries management, savings and credit, promotion of halieutic products.

### **CLP of Ngaparou**

It develops important initiatives and measures for fisheries management. In general it contributes significantly to the definition and application of halieutic resources conservation and the protection of marine and coastal environment (creation of a protected community area where the use of certain fishing gear are prohibited (gillnets, longlines, coastal, beach seines, purse seines ...), immersion of artificial reefs, regulation of fishing gear, observation of biological recovery for the cymbium ( January-February), octopus (September-October) and the stocking with young fish, stakeholders sensitization on artisanal fisheries licence, the computerized registration of canoes and the management of conflicts between artisanal fisheries professionals . Prohibition of the extraction of marine sand.

### **The CPC of Cayar**

It has promoted very important initiatives of halieutic resource management: The regulation of the use of longlines coastal at Cayar (decree of MME ministry of maritime economy): to avoid placing longlines fisheries on rock, holding coastal longlines with hooks No. 1 to 7, during boarding, landing and at sea is prohibited; introduction of unique daily outing lines for canoes; restriction of landings of sea bream to 3 boxes of 15 kg per canoe per day. Formal prohibition of the use of gillnets in the area of Cayar (prefectorial decree), periodic cleaning of the seabed, fishing days off, participation in the management of the Cayar MPA (identification, establishment of the reference situation development of the management plan).

The above examples are as laboratories which indicate that which is possible. It is particularly interesting that FENAGIEPECHE led the way to the computerized registration of canoes, which currently is struggling to come out. TRY proposed a convention to the fisheries administration to obtain an exclusive right of joint management for two MPAs: The Tanbi Wetland National Park (TWNP) and The Niuni National Park. Here the joint management started from the beginning in a joint decision process at each stage. That process has been a learning place for all stakeholders. It is

true that these experiences are the fruits of two impulses joint internal and external. But without the determination of baseline actors themselves, these cases would not be as instructive as they are.

MPAs are acclaimed by all the organizations interviewed, those who already experienced them, those who prepare for them and those who have no experience but confess that this is the way to make sustainable fisheries trades. We are in a quite interesting situation, because MPAs are also the joint management. However Pos have insisted that MPA must be thought from a perspective that introduces a balance between "protection" and "exploitation" of the resource to motivate actors who will be more willing to get involved. For example, despite all the good that one thinks of the Banc d'Arguin (PNBA), some Mauritanian fishermen found that it was imposed on them for interests other than their own.

## **62. Relationships between stakeholders**

Key stakeholders into play are today POs, non-governmental supporting organizations, projects and government fisheries. With the notable exception of TRY (Gambia) obviously in a state of grace now, for other organizations, there is still much work to do on both sides to improve cooperation with the local fisheries authorities. It is clear that fisheries administrations cannot work effectively with POs that do not work (not holding statutory meetings, no minutes and reports, leaders cut from their rank and file members, etc.). We must also admit that the dedicated services of fisheries administrations are struggling to learn how to accompany POs today. As already said, the situation has changed and improvements, even a little in governance, have made the cards to be distributed differently. We can no longer address POs with a baton of office. There is not much to say about supporting organizations (WWF / WAMER, NOVIB) or on the project (GIRMAC, BANAFAA).

Between POs and fisheries administrations, collaboration objects abound, which are concrete opportunities to build new types of relationships:

- The collection and processing of fisheries data, a real opportunity for exchange and mutual learning. As already mentioned, POs and their members are not only information extraction sources, but contain potentialities to be exploited for joint reflection and analysis. But for this, we must adopt new working methods. A recommendation has already been made on this point, including mechanisms to ensure the restitution of study results to baseline communities, which is what Pos are claiming.
- Despite the current situation, Pos acknowledge that fisheries administrations contain potentialities and even the expertise to provide training. Here, we should surely increase the level of teaching skills of people responsible for these activities. These are also among support methods.
- Joint supervision of fishing areas to ensure the implementation of management and regulations measures in hand. Both parties believe that this is necessary, but there were no effective mechanisms at all for that implementation. When the actors are willing to work together, there are no means, but sometimes it is only mutual trust that is weak, whereas it's about a risky business.
- Safety at sea.

From the above experiences some conditions for effective joint management are noted:

- Mutual recognition and respect of actors involved,
- effective involvement of actors at all stages of the process and from the start, in a spirit of mutual consultation and joint decision,

- the collaboration terms should be established in an agreement or contract by mutual agreement,
- develop a light structure for monitoring and control and supervision, easy to meet and manage the process on a daily basis;
- allocate a specific budget for the operation;
- set periods of self- assessment and external assessment, to include in the system of vigilance and reorientation points.

### ***63. Conclusion and recommendation on the proposal and adaptation skills***

Whatever the complaints encountered by both sides, there is a shared awareness that fisheries can no longer be managed unilaterally by fisheries administrations and that POs alone won't make it either. The success stories show that it is possible to make it. Concrete actions should be taken to make collaboration not only possible but effective. To this end, we must:

Develop and implement a regional decentralized programme at national level, in the SRFC area, to:

- identify and / or confirm the conditions for an effective joint management of fisheries to make the fisheries jobs sustainable;
- based on the key conditions met, develop a kind of charter model for SRFC area, leaving it to each country to transcribe it in the ad hoc regulations;
- entrust SRFC with the monitoring and control and supervision of the implementation of the charter.

## 7. CONCLUSION

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The remarks made above show that there is a complementary relationship between the four levels of ability (qualification) required for Fisheries Pos to provide quality contributions to the management of the sector. Indeed, to be partners with other actors, they must exist, enjoy unquestionable visibility; then know, have a fair idea of its field of activities, be able to communicate and negotiate and become a force of proposal.

Institutional skills are actually a necessary foundation to build more floors, with the specificity that we can work on all levels simultaneously. When an organization does not work, it is first because it was mounted as an empty shell. If we only answered a call to come together in order to have access to funds or donations, the first concerns will be disputes over power sharing as an effective means to divide the spoils. One can imagine today that in TRY and in CLP Ngaparou, there are so many things to do to achieve concrete objectives that were set, that there is not much room for the race for power, but the race for work. So use the existing dynamics and find others to "contaminate" the organizations which are down. But at the same time take concrete actions to make ad hoc public services more able to play their role as a guide toward POs. In doing so, the two key actors will create the conditions for the internal and external factors to combine to make fisheries sector dynamic and sustainable for SRFC countries, with the ability to pull the neighboring region of the CPCO into the same process.

POs selected for the detailed diagnosis.

Country	POs
Cap Vert	<b>Pêche artisanale</b>
	Fédération des associations de l'AMP de Santa Luzia (Sao Vicente)
	Association des Pêcheurs de Maio
	[Association des pêcheurs de Tarafal (Santiago)]
	<b>Pêche industrielle</b>
Association des armateurs de la pêche industrielle (Sao Vicente)	
Gambie	<b>Pêche artisanale</b>
	National Association of Artisanal Fisheries Operators (NAAFO)
	Gambian Artisanal Fisheries Development Agency (GAMFIDA)
	TRY Women Oyster Association (TOWA)
	<b>Pêche industrielle</b>
The Association of Gambia Fishing Companies (TAGFC)	
Guinée Bissau	<b>Pêche artisanale</b>
	Association Nationale des Armateurs de la Pêche Artisanale (ANAPA)
	UNIPES MARCA (Cacine)
	Association des Pêcheurs des Fils de Bubaque ASPIB (Bubaque)
	<b>Pêche industrielle</b>
ANEP	
Guinée	<b>Pêche artisanale</b>
	Union Nationale des Pêcheurs Artisans de Guinée (UNPAG)
	Union des Coopératives de Pêche de Douprou
	<b>Pêche industrielle</b>
CONAPEG	
Mauritanie	<b>Pêche artisanale</b>
	Fédération Nationale des Pêches (FNP)
	Fédération Libre de la Pêche Artisanale (FLPA)
	Coopérative Teissot (PNBA)
	Coopérative des filets tournants
	<b>Pêche industrielle</b>
Fédération Nationale des Pêches (FNP)	
Sénégal	<b>Pêche artisanale</b>
	FENAGIE Pêche
	Comité de Gestion AMP Joal
	CLP Ngarparou
	Comité de Pêche de Cayar
	<b>Pêche industrielle</b>
	GAIPES
Sierra Leone	<b>Pêche artisanale</b>
	Sierra Leone Artisanal Fishermen Union (SLAFU)
	Sierra Leone Amalgamated Artisanal Fishermen Union (SLAAFU)
	Maturity Fish Women's Social Club (Tombo)
	<b>Pêche industrielle</b>
The Sierra Leone Industrial Fishermen's Association (SLIFA)	

## DETAILED DIAGNOSIS TOOLS

Remember that the PO which are selected for detailed diagnosis has already been the subject of an inventory that has collected on each of them the following information:

- year of creation and legal recognition of the PO,
- legal status of the PO,
- type of organization (single association single cooperative ,umbrella PO; union, federation, network)
- Size of the PO (national, regional or local)
- fisheries concerned or rather exploited fish species,
- areas (harvest, fish trade, processing)
- category of members (male, female, corporation),
- member of a MPA,
- Experience of co-management (involvement or not in consultation or in specific activities of co-management of fisheries resources).

It is therefore not about resuming the previous work, but to go further.

### 1. History founder of the PO

Before the real inquiry with the OP, take from 10 to 15 minutes to understand:

- How was the PO created: the basis of its creation (is it to meet the directives of the fisheries administration, of a funder or a project who wanted to put them together, or it is from the willingness of members to solve a recurring problem in the community, etc..)
- Note at the most two accomplishments that have marked the life of the PO, since its creation and which accomplishments make members be proud: who did what, where and when?
- An difficulty in the life of the PO and how has it been overcome: who did what, where and when?
- How is the future now seen? Confident? No? Why?

### 2. Institutional capacity

1. What are the different fishing activities represented in the PO? Which dominate?
2. The main organs of management (governance): BOD (board of directors), office, commission, GA, the real number of each organ. (Refer to the statutory reports, few meeting reports of Management Organs for more details)

Table 1: Institutional Performance

Organs	Duration	Number	Number of meetings			Level of participation			Topics most often discussed
			2009	2010	2011	VG	G	P	
GA									
BOD									
Bureau									
Commission									
Etc.									



Note: the level of participation or attendance is appreciated from the attendance rate according to the meeting reports :> 80% = Very Good (VG), > 50% = Good (G) < 50% = Poor (P)

### 3. Where do the resources of the organization?

Table 2: Budget and different sources of funding over 5 past years

Different types of resources	Per year amounts in the national currency				
	2007	2008	2009	2010	2011
Grants					
Contributions					
Donations					
Services / sales					
Others to specify					

Note: Refer to the budgets of the PO

### 4. Evaluation of Human Resources of the PO

Table 3: 1 Human resources at the association level

Categories of actors	Number			Main categories of professions represented	Literacy Rate
	Total	F	M		
Associated					
Board members					
Member of the Bureau / BOD					
- Specialist Commissions					
Etc.					

Note: Literacy rates =% of members that can read and write: VG = very good '> 80%', B = good > 60%, P = Poor <50%.

### 5. The seniority of the members of the Board

Table 4: Age of board membership

Full names of Board Members	Seniority

Seniority= number of years of attendance of members in the Board

Level of engagement: see the minutes of the meetings to check the number of members present, before any appreciation:

Table 5: State of human resources at the staff level

categories of employees	Sex	Field and level of study	Position	Years of attendance
<b>Senior Staff</b>				
- Title 1				
- Title 2				
- Etc.				
<b>Support staff</b>				
Title 1				
Title 2				
- Etc.				

Table 6: State the services provided to members

Services provided	To whom (category of beneficiary)	Date of last Services offered	Level of satisfaction	
			responsible	beneficiaries
Representation				
Training				
Provision of infrastructure				
Credit				
Etc.				

Note: for the level of satisfaction, using the previously defined symbols: VG, G, P

Table 7: Material resources

Equipment	operating status			Observation
	VG	G	P	
Offices				
Meeting room				
Office Equipment				
Computers Printers				
Internet connection				

Observation: for example, own offices or renting, etc...

### 3. Ability to analyze and understand the environment of fishing activities

This is to verify the capabilities of the PO, that is to say human resources identified above, to analyze and understand the environment in which the PO is involved in local, national and international. To achieve this, it is suggested to conduct a group interview with the head staff, extended to some members of the PO (between 5 and 10 maximum).

## A/ Interview guide 1

1. Check the level of knowledge of the actors according to the specificities of the context:

- Territory covered by the PO:
- Marine fishing area (how far do the fishermen go to fish):
- The total number of fishermen in the area:
- The total number of boats that go fishing:
- The total number of registered boats
- The total number of fishing license (artisanal fishery):

2. How do you appreciate the state of the resource:

- In your fishing area,
- In the neighboring fishing area
- At national level

3. How do you have access to these information?

4. What other actors come to fish in your area?

- Where are they from?
- What agreements are they granted? Who takes the decision? When?
- Is there any industrial fishing boats operating in your area?
- Do you know the agreements they have signed with your country? If so, how did you know? If you don't know; say why.
- What is your opinion on the situation?
- What are the measures that you feel good to be taken? Why?

5. How is organized the fishing access in your area?

6. What measures organize the fishing business' today in your area, regarding to:

- The right of access to fishing? Permits and licenses, registration
  - Fishing techniques (permitted and prohibited)?
  - The fishing periods?
  - MPAs
- And so on.

7. Have you participated in the development and implementation of these measures? How? Why?

8. Assess the level of implementation of these measures. Give an example.

9. Is there a monitoring system? Present it. Will Do you participate to the monitoring? How Why?

10. How organized are the control and supervision of your maritime area? Did you get involved in? How? Are you satisfied with the collaboration? Why?

11. What is lacking today to the members of your organization so they can better understand the context of fishing?

12. How can we fill this gap?

13 Let people express themselves on the ability of the members of the PO to analyze and understand the context in which they carry out their economical activities.

#### **4. Communication and negotiation skills.**

These two areas are to be considered internally and externally. To stay active and dynamic, an organization must communicate and negotiate at internal and external level decisions and future directions. As well the resources it needs in order to achieve its objectives and deliver the services expected by its members or community of origin must be treated at the internal and external level.

Internally, we must determine if the organs previously diagnosed are an important basis for communication and internal negotiations. The flow of information between the GA, the Board, the Bureau /, commissions, etc is a prerequisite for internal communication. A General Assembly (GA); correctly operating is an important moment of communication and negotiation for an organization. The GA collect and consider the various reports (moral, business, financial and others), and discusses future directions contained in the resolutions.

Externally, communication is used to create, develop and manage the partnership. Some tools used internally can be used as well at the external level: activity report, financial report, audit report, audited accounts, etc.

For this part, the interview will be conducted with the same focus group as above. Before the interview, it is necessary to review the various reports generated by each of the organs mentioned above for the two or three years. This allows you to see what they have focused on exchanges between the different levels of responsibility.

#### **B / Inquiry Guide 2**

##### **Internally**

1. Do you have a communication plan?
2. How does information flow between members of the organization and the managing staff (see in both directions)
3. What is the communication tools used?
4. How do you appreciate the flow of information within your organization? Explain your answer.

##### **Externally**

5. How is the flow of information with partners of your organization (financial partners, technical partners, public administration, private sector, people in general, etc.)?
6. What are the communication tools used?
7. How do you appreciate the flow of information between your organization and its partners?
8. What are the consultative committees in which your organization is involved? Try to be the exhaustive.
9. How do you participate? What are the main topics?
10. How do you assess your participation and interaction with other actors? What interest is it?
11. Among the tools of communication and negotiation, the action plan is an important means of exchange with partners. Review the action plan in progress and assess its quality with the leaders of the organization.

12. What is missing today in your organization to be more effective in communicating and negotiating both internally and externally? How can we fill the gap?

13. Personal opinion on communication and negotiation as experienced in your PO

## **5. Capabilities of a Proposal and adaptation**

### **C /Interview Guide 3**

Here, it is proposed to conduct three interviews:

- The first with the small team formed to satisfy the guide 2 (ex: president, executive secretary and general manager (senior staffs);
- The second with a person of the fisheries administration who is familiar with the PO and the situation of fisheries in the area;
- The third with a person from private company or an NGO operating in the area, or from a project located in the area and working in fishing. It is important that these people are familiar with the area and the PO.

This makes a total of three interviews. Note that interviews must be done separately

1. Are there any managed fisheries in the area of intervention of the PO? What are they?
2. If there is not, are there one or more projects planned?
3. Make a brief history of one or two of the existing fisheries or one or two projects planned
  - Their origins: the motivations at the base of the fisheries or projects
  - Their sponsors (public or private)
  - The objectives, results achieved, the prospects
4. How existing fisheries are managed? How did you get involved? What roles you play in this management? How do you assess the management and the collaboration with other actors if there is any collaboration? Make suggestions for improvement.
5. Quote to two problems fisheries face. Have they been solved? If not, why? If it is solved explain how. List the actors and point out their contributions?
6. Are there any MPA in the territory covered by your PO? If not, do you think it is useful to create one? Why? If there are any, say how they were implemented. Did you play a role in the implementation? Which one?
7. How are these MPAs managed? Do you contribute to this management? How? How do you assess the cooperation with other actors? Make suggestions for improvement.
8. Are there systems for collecting and processing data on fishing in your area? How have they been implemented? Are you associated with the collection? How? What are you asked you to do?
9. Are you satisfied with the leaders of the systems in concern? Why? How can we improve things?
10. Are you informed of the results of statistical data and their use? Are you satisfied with? Why?
11. What is missing today in your organization to play the roles expected it in the management of systems for collecting and processing data on fishing? How can we bridge the gap?
12. Collect opinion on the capabilities of the PO to make proposals and to adapt to the changing environment of fishing activities.

**BACK UP OF THE SUB REGIONAL FISHERIES COMMISSION TO THE CO-MANAGEMENT INITIATIVES  
AND TO THE INTEGRATION OF THE MARINE PROTECTED ZONES IN THE FISHERIES PLANNING IN WEST AFRICA**

National Restitution Workshop, February 2012

## PEDAGOGICAL SCENARIO

### 1. INTRODUCTION

The pedagogical scenario proposed here is inspired strongly by the tools of detailed diagnosis that were finalized in a participatory approach during the launching workshop of the detailed diagnosis. We recommend presenting the results according to the investigation steps which are indicated in the terms of reference given by the SRFC.

This method clarifies the things for everybody and facilitates the writing of the final report whose summary has also been debated and approved during the launching workshop of the detailed diagnosis. The fact of distinguishing reports, analysis and appreciation, conclusions and recommendations assures the rigor of the accomplished work and allows the reader of the report to verify the relevance of findings and recommendations.

We must keep in mind that this work must help, at middle and long terms, assuring the durability of fishing in the region. A well done national restitution is the beginning of the clearing of the obstacles that limits the durability of the fishing currently in the concerned countries.

The workshop is planned for two days. But it is possible to make the restitution in one day, if the meeting begins early. It is also necessary that the national consultant prepared the presentation of the results before the workshop. The second day will be used for a dialogue between the national consultant and the regional consultant to work on instructions in view of the finalization of the report.

It is clear that we must favor participatory approach in the facilitation of the workshop. Of course the proposed pedagogical scenario is not a yoke. But a good use of it can avoid us some setbacks while facilitating the writing of the report.

### 2. PEDAGOGICAL SCENARIO

Steps	Activities	Facilitators	Time in hours
1	<b>Opening:</b> <ul style="list-style-type: none"> <li>- Introductory remarks of a local authority (if possible)</li> <li>- Introduction : Présentation de l'étude, enjeux pour les activités de pêche</li> </ul>	Local authority National Consultant (NC) Regional Consultant (RC)	<b>0,5</b>
2	<b>Methodology of the diagnosis, linkage between the first and the second phases</b>	National Consultant (NC) Regional Consultant (RC)	<b>0,5</b>
3	<b>Presentation of the results according to the different steps of the detailed investigation</b>	Moderator to be identified among participants	<b>Rest of the morning and part of the afternoon</b>
31	<b>Background and institutional capacities of the POs</b> <ul style="list-style-type: none"> <li>- Findings</li> <li>- Analysis and assessment of the situation</li> <li>- Conclusions et recommendations</li> </ul>	Presentation by the NC Reaction from the participants	

<b>32</b>	<b>Capacities of analyzing and understanding the environment of the fisheries activities</b>		
<b>33</b>	<ul style="list-style-type: none"> <li>- Findings</li> <li>- Analysis and assessment of the situation</li> <li>- Conclusions et recommendations</li> </ul>		
<b>34</b>	<b>Communication and Negotiation Capacities</b>		
	<ul style="list-style-type: none"> <li>- Findings</li> <li>- Analysis and assessment of the situation</li> <li>- Conclusions et recommendations</li> </ul>		
	<b>Proposing and changing capacities</b>		
	<ul style="list-style-type: none"> <li>- Findings</li> <li>- Analysis and assessment of the situation</li> <li>- Conclusions et recommendations</li> </ul>		
<b>4</b>	<b>Summary and general recommendations for the writing of the report</b>	NC & RC	<b>1</b>
<b>5</b>	<b>Evaluation of the workshop</b>		<b>0,5</b>
<b>6</b>	<b>Closing remarks (thanks and departure)</b>		<b>15 mn</b>